

Corporate Responsibility Reporting on the Consumer Perspective

Case: Coca-Cola Company

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<p>Abstract</p> <p>Corporate responsibility and utilising the full potential behind it is a powerful tool for any company. Many companies and organizations have made investigations and reports to enable them to reach this full potential. The purpose of the present research was to study the level of consumer awareness towards corporate responsibility through the role of media channels.</p> <p>The objective was to study the scope of corporate responsibility from the consumer perspective and provide an association between theories and practical solutions. A further aim was to explain historical roots and the development of the concept, as well as the ideologies behind it and study customers' awareness about the phenomenon; one important factor being the media.</p> <p>The theoretical framework is constructed on a literature review consisting of various books, academic and non-academic articles, and online publications. A qualitative interview with 20 participants was used to elicit the consumer viewpoint. Coca-Cola Company's sustainability and GRI reports and strategies for the 2011-2013 financial years were analysed.</p> <p>The results indicate that the functional utilization of corporate responsibility requires concrete actions rather than a polished veneer. Consumers are now more aware than they have ever been but they are also heavily influenced by media. A company must place a great emphasis on marketing and/or conveying information to consumers clearly and accurately in order to avoid misconceptions and false interpretations.</p>			
<p>Keywords</p> <p>Coca-Cola, Corporate, CR, GRI, Media, Sustainability, Reporting, Responsibility, Qualitative</p>			

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ABBREVIATIONS

CCC	Coca-Cola Company
CCE	Coca-Cola Enterprises
CEL	Corporate Environmental Liability
CR	Corporate Responsibility
CSR	Corporate Social Responsibility
EP	Economic Performance
GRI	Global Reporting Initiative
NGO	Non-Governmental Organizations
NIT	Neo Institutional Theory
NLE	Neo-Liberal Economy
NRBV	Natural Resource Based View
SC	Social Cornucopia
SCRB	Socially Responsible Consumer Behaviour

1 INTRODUCTION

The inspiration for this thesis rose from personal interest towards ethical business practices and corporate citizenship because these issues have been present in numerous courses during our studies but never discussed thoroughly. The initial idea was to focus on greenwashing topic since several study cases revealed that there are a large number of companies exploiting the good reputation of other companies in their crave for wealth. But after further discussion about the topic, it was adjudicated that the focus point of the thesis should be on corporate responsibility because Greenwashing merely refers to a form of marketing that deceptively promotes company's products or policies being environmentally friendly; a misconduct of the corporate responsibility policies.

The focus point of the thesis is to understand how corporate responsibility affects the company image. This is studied by investigating if the consumers are proactive in constructing their image/opinion of a company or is the media giving them a ready-made solution that builds a certain impression. The main idea is to study the consumers' awareness relating to corporate responsibility; how they understand the concept, and do they participate actively in the principles of sustainable development. The research questions for the study are formulated as follow:

1. How consumers perceive corporate responsibility reporting?
2. Does the average consumer have an active or passive stance in corporate responsibility issues?
3. How should the company's corporate responsibility reporting be mediated to the public?

In both business and academic life, two terms are used for the phenomenon: Corporate Responsibility (CR) and Corporate Social Responsibility (CSR). These terms differ from one another in principle; CSR focuses more on the social aspects of the responsibility act that the company executes, while CR refers to the whole concept that covers economic, environmental, and social aspects of the company. Due to these reasons the term Corporate Responsibility or its abbreviation CR will be used throughout the thesis.

The thesis presents the development and ideology behind the corporate responsibility through a literacy and article review. The theoretical framework explains the

development of the phenomena from the early days to its current status. Also, insight on how the CR affects business and how companies could utilize it in their actions, is given. The theoretical framework is then discussed in real-life context with case company Coca-Cola. The Coca-Cola Company was chosen since it is world widely known and releases a steady stream of official performance reports annually. Also, according to the Forbes magazine in year 2013 the Coca-Cola Company was voted as the world's third valuable brand right after Apple and Microsoft (Forbes 2014). This also provides a good example of how companies can execute their CR policies and elaborates the concept further.

The study utilizes the qualitative methodology since the focus is on personal opinions rather than generalizations over whole population. Semi-structured interviews were conducted to find more detailed answers from respondents partaking to the study; focus being on the everyday consumer's opinions and thoughts. It was decided that advertisement would be used since they are the main channel which companies use to communicate to the public. This thesis studies the role of media and how it affects the consumers' opinions on companies and CR. Advertisements are a versatile subject because everybody has their own interpretation of them, especially if the advertisement is leaning on image marketing. Using a case company, a more defined approach is achieved due to elimination of the variance which could otherwise arise from using multiple companies. During the interviews a series of advertisements were presented to the interviewees to comprehend in what way they would perceive the message the company sends to its consumers, and how they felt about the intentions behind the presented advertisements, and if they feel that the CR policies the company claims to execute translate clearly to them.

Structure of the thesis has been divided in to six parts. The first chapter will focus on the corporate responsibility and opens the terminology. The second chapter will introduce the case company and its CR policies and the third chapter introduces the used research method and describes the interview structure. Fourth chapter will focuses on analysing the results. The fifth chapter draws conclusions from findings both theoretical aspects and the interview's answers. The sixth part elaborates findings and work process; possible inadequacies and their suggested improvements; and general state of mind throughout the study.

2 CORPORATE RESPONSIBILITY

To understand the basic idea behind the thesis, it is important to have knowledge of the concept of CR. The term itself has a quite varied use in the business and academic life, and this occasionally can cause misunderstandings. This chapter has been divided into six topics. The first topic discusses how the concept has developed and what the predominant ideologies behind it are. Second topic clarifies the current definition of the CR and what dimensions the concept covers. Third topic elaborates the possible benefits abiding the norms of CR can have on business performance. Fourth and fifth topics discuss of the how the integration of the CR's concepts is measured and reported in business life. The final topic provides insight for the emerged criticisms towards the CR and its applications.

2.1 Background themes

The modern society constructs of the public authorities and the private sector. These two parties have different roles and practices; the private sector is formed by the companies seeking profits for the shareholders by providing goods and services to the public, whereas the public authorities provide the basic functions in society including education, healthcare and the governmental structures. These two parties live in a symbiosis supporting each other; the public sector provides educated workforce for the companies which in return produce goods and service to keep the wheels of the economic world spinning - greatly simplified example. Since the beginning of entrepreneurship there has been a discussion on the ethics in business as well as the moral of the people working in the companies. This discussion has revolved/revolves around *business ethics* and the company's role in the society (*corporate social responsibility*). In the 1980s the concept of *sustainable development* has been added in. (Harmaala & Jallinoja, 2012, 13.) In the Figure 1, on the following page, is illustrated how the three discussed themes are linked to one another.



FIGURE 1 Relationship of the background themes

When it is time for the company to be ethical, most of the world avoids distinguishing between corporate/business ethics and corporate social responsibility. However, these two approaches are usually located in separate departments of the company, have different authority lines, and different institutional support sources. When looking from the operational point of view, the ethic profile the company supports consists of many variables. The organization initiates a set of programs that instruct business conduct standards for employees and reinforce the ethics program internally. As business ethics focuses more on ethical standards of the company, corporate social responsibility focuses more on the external issues and supports company's ethical performance when associating with global community. Both of these above-mentioned initiatives are advocated, designed, and implemented by people who hold different expertise levels, perspectives, and prioritize ethical issues accordingly. (Berenbeim, 2006.)

Business ethics and CSR are heavily sided with business life; to add government and individual factors to play the concept of sustainable development must be taken into the discussion. The term sustainable development is a sum of many variables and definition changes from author to author - being such hard-to-define concept it is under constant debate (Giddings & Hopwood & O'Brien, 2002). The following chapters will focus on shedding light onto these three (3) terms for better understanding of the subject.

2.1.1 Business ethics

Every individual and society has a *moral*, meaning the basic understanding of right and wrong. People base their decision on certain norms and values which can differ greatly between people depending on their cultural heritage, history, level of education etc. The scientific study of this phenomenon is called *ethics* and in the corporate environment the accurate term is *business ethics*. This branch of science can either focus on the internal or external relationships of the company. Internal relationships can be e.g. attitudes between the workers and the management, and the conflicts of the personal and corporate values. External relationships are the stances to different influences coming from the society and public authorities. A great emphasis on ethical practices and decisions is levied on the corporate management. The managerial decisions can be defined into *ethical business management* and *ethical leadership*. Former means the upper level decisions and planning as well as monitoring their practical applications. Latter is the day-to-day employer – employee -relationship and guiding the staff to work according to the company values. (Harmaala & Jallinoja, 2012, 13-14.)

The foundation for modern business life is that everyone is pursuing their own best interest on a voluntary basis. However there will always be people trying to take an advantage of each situation and sometimes do so in a mischievous way. The basic “crimes” what usually happen in business life that can be identified as morally wrong are: breaches of contract, fraud, wrongful harms, and market failures. The contract breach is very common dispute in modern business and economy, and is usually most time and resource consuming to resolve since it is usually taken into court or to an arbitrator. Fraud is the most common ethics violation in business life; the definition of fraud stands for *misrepresentation made to deceive*. To tackle frauds a large amount of certificates, standards, and laws have been made to ensure product authenticity. Wrongful harm is a concept where someone deliberately causes harm to another; usually due neglect of duties or insufficient actions. Market failure refers to a situation where two or more parties are involved in a cartel, a situation in which e.g. prices are set at certain level. (Boatright, 2012, 25-30.)

2.1.2 Corporate social responsibility

Corporate social responsibility can be defined as a social contract between corporations and society, based on long-term social demands and expectations. The term stands for

organizations obligations to maximize its positive impact on its stakeholders and to minimize its negative impact. This type of mentality was first introduced in the 1970's as part of the new angle for the good business ethics. (UNIDO 2014.) The term corporate social responsibility is mainly based on the study of business ethics. Formerly the concept has been almost solely used by researchers but now it is very common in all business areas and professions. The ideology behind the terminology is the division of privileges and obligations between the corporations and the society in building welfare for the citizens and the environment. This ideology is based on the thought that in addition to creating value for their shareholders the companies are also obligated to create value for their stakeholders; the environment and public. Simply put the hypothesis is that companies bear a moral burden of their actions. (Harmaala & Jallinoja, 2012, 14.)

The CSR can be examined in political sense as well as based on geographic areas. In most cases these two are intertwined but in scientific use there is clear difference. Examining the *political* contributions can e.g. be the company's efforts or lack of efforts in promoting political rights of individuals in society. As a concrete example are the actions of multinational companies in the developing countries; how they contribute towards the development of the public sector and democracy. In geographical sense effects can be the changes in the employment rates within a city or actions in preventing global warming. (Harmaala & Jallinoja, 2012, 15.)

The company is considered as a member of the society equal to citizens in rights and obligations; this is the thought of *corporate citizenship*. As the people grow and live in different cultural and political environments so do the companies. Due to globalization the companies have expanded from their home countries to abroad and doing so have brought upon them new challenges and possibilities. As an example, the companies in the Nordic countries have to pay higher taxes since the society provides the healthcare services, whereas in the Asian countries the companies might have lower tax rates but might be entitled to provide the healthcare services to their workers. In more capitalistic economies the companies are expected to be actively engaged in philanthropy whereas in economies leaning more to socialism, the government is responsible for taking care of the people while companies can focus on business. (Harmaala & Jallinoja, 2012, 15.)

Executing CSR requires effective board governance to ensure the commitment for the CR and sustainability development and maintenance, for this reason some companies have created a board committee to regulate the actions taken. The interpretations for executing these actions varies as some companies have a leading non-executive director in charge, while some have a mixed committee of executives and non-executives. Regardless of the exact structure used, the importance falls on the regularity with which the company addresses the most significant responsibility and sustainability issues and keeps up the discussion at the most senior levels. (Sir Rake & Grayson, 2009.)

2.1.3 Sustainable development

“The term sustainable development stands for meeting the needs of present generations without jeopardizing the ability of futures generations to meet their own needs – in other words, a better quality of life for everyone, now and for generations to come. It offers a vision of progress that integrates immediate and longer-term objectives, local and global action, and regards social, economic and environmental issues as inseparable and interdependent components of human progress.”

-European Commission 2014

Since the beginning of agriculture it has been a common sense to use the available land, so that it will provide crops for years to come. During the early days of the industrial age the people were not as aware as nowadays of how this new technological development would affect the environment. The wakeup call for the current state of the environment happened in the 1970s when the public debate on the subject arose. (Harmaala & Jallinoja, 2012, 15-16.) The UN held its first conference on the human environment in the 1972 by the suggestion of Sweden, but it was not until the year 1987 when the committee of Brundtland created the term *sustainable development* (United Nations 1972). Since its creation the term has spread widely in the academic and business life. The Brundtland report (1987) states that “Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs”. Sustainable development includes three dimensions which are *social, environmental and economic*. (Harmaala & Jallinoja, 2012, 15-16.)

In modern days the sustainability strategy is defined more like in the opening quote, with the focus more on the ever growing humanitarian and environmental needs based on the change in political and governmental views than on what the Brundtland commission stated. The purpose of the sustainability development strategy is to set overall objectives and ensure concrete actions for seven key priority challenges which are:

- Sustainable transport
- Social inclusion, demography and migration
- Conservation and management of natural resources
- Global poverty and sustainable development challenges
- Public health
- Sustainable consumption and production

(European Commission 2014.)

Sustainable development is often considered to be same as environmental issues and thus focus is on preserving the natural biodiversity and keeping the planet healthy. The reality, however, is that the social and economic issues are massive factors in the equation. The debate over which of the three dimensions should be predominant in defining the desirable state of sustainable development has led to varied political stances. These political aspects can be divided into four extreme ends each representing different emphasis on the three dimensions.

- Neo-liberal economists
- Socialist cornucopia
- Eco-fascist
- Ecofeminism

(Hopwood & Mellor & O'Brien, 2005.)

The Figure 2, on the following page, presents how the four views are placed on a scale measuring human equality and concern over the environment. The highlighted area shows how the opinions in current debate over the sustainable development fits compared to the presented viewpoints. Please note the model has conceptual simplicity.

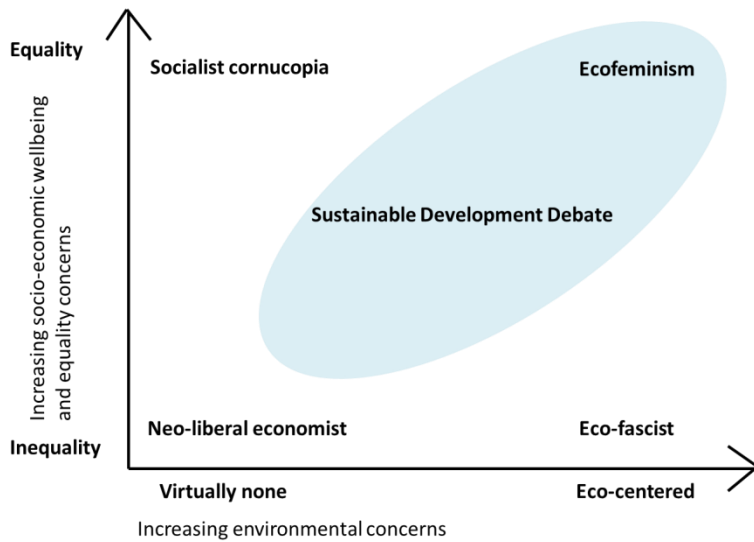


FIGURE 2 Different political views on sustainable development (Hopwood et al. 2005)

The supporters of the neo-liberal economy (NLE) see economic growth as a solution for the economic and environment problems the world is facing. They believe that business will eventually thrive towards sustainable development on their own and provide prosperity to everyone. For business life to prosper all resources should be privatized and government influence kept to a minimum. The NLE approaches the situation from a capitalistic side whereas the socialist cornucopia (SC) provides an opposing view. SC sees the problem as a social problem; humans should be equal and free from monetary restraints in order to flourish. Both stances underrate the importance of environmental issues and focus more on the human factors while the eco-fascists highlight the environment to the detriment of social factors. The most balanced viewpoint, in a sense, is the ecofeminism where the concern over environment and equality of humans are seen as equally important. (Hopwood et al. 2005.)

In addition to the varied number of definitions for SD there is also a great debate over a certain fundamental issue of this phenomenon: the weak and the strong sustainability. The difference between these two viewpoints is whether mankind can replace or undo any damage, despite the scale, it has caused to nature with technological achievements or not. According to the weak sustainability view the created human capital and natural resources are interchangeable; with enough resources and know-how the gained profits can be used to return the environment to its former state. The exhaustion of natural resources is seen as inevitable and natural event, not a catastrophe. The apocalypse is

not seen as a possible outcome since the world is believed to survive even if stripped from all its resources. The strong sustainability view is a complete opposite of the weak stating that human technology and gained capital can never succeed in fully recreating the destroyed environment e.g. the ozone layer. The strong view emphasizes the long-term planning of use and preserving the environment for as long as possible. Both points of view are heavily leaning on the environmental side of sustainability and often the socio-economic factors are left out of the discussion. (Hopwood et al. 2005.)

2.2 Definition of corporate responsibility

The European commission has formerly defined in the 2011 press release the corporate responsibility as “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”. According to the European commission the definition is coherent with internationally accepted CR standards, and follows guidelines of the OECD Guidelines for Multinational Enterprises and the ISO 26000 Guidance Standard on Social Responsibility as well as the United Nations Guiding Principles on Business and Human Rights. (European Commission Press Release Database 2011). In the renewed EU strategy 2011-14 for Corporate Responsibility the definition has been changed into “the responsibility of enterprises for their impacts on society” (European Commission 2011).

CR relates to company’s actions exceeding the legal liabilities to the environment and surrounding society. Major companies have adopted the Global Reporting Initiative (from here on referred as GRI) procedures in CR reporting and management, but for the majority of small and medium sized enterprises the CR processes remain rather informal. SMEs place emphasis on complying with the current legislation and collective agreements. Today, it is preferred that companies should implement the CR ideology into their core functions in co-operation with their stakeholders. The more integrated the CR principles are to the business functions the easier it is to follow them without any auxiliary resources. (UNIDO 2014). Although current legislation demands for the companies to abide to the set laws, it does not clearly state that to what extent companies are required to take part in the CR activities exceeding the legislation. Most of the companies partaking in the CR are doing this on voluntary basis without any obvious incentives. However, to a growing extent, the surrounding society seems to be forcing the companies to participate in CR. Media focus and activation of the civil

societies have increased the probability and risks for the companies to be target with heavy critique and outside pressure. This can be seen both as negative and positive aspect. While the negative aspect is that CS reporting increases companies expenses the positive aspect can be seen as competitive edge; consumers support companies that are transparent and honest about their aims. (Knuutinen, 2014, 22-23).

Since the CR has been derived from the concept of sustainable development, it is also examined in the three dimensions focusing on economic, social, and environmental aspects; this is called the “triple bottom line” which is illustrated in Figure 3 below. In practice these dimensions are hard or nearly impossible to separate from each other due to their conjoined nature. In theory this can be done depending on the focus of the study. (Harmaala & Jallinoja, 2012, 16-18.) Both SMEs and larger corporations are faced with noticing responsibilities and responding to them with different ways in as part of their operations (Knuutinen, 2014, 20).

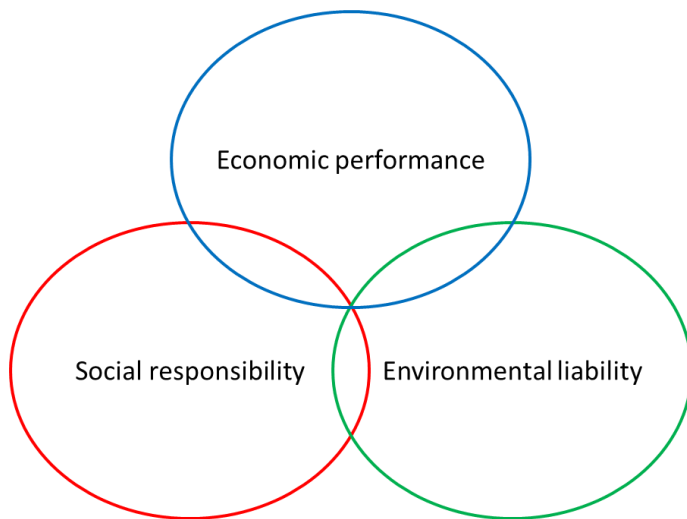


FIGURE 3 The triple bottom line based on Harmaala & Jallinoja, 2012

Everything in business life must be measureable to be able to distinguish whether the operations are improving or degrading. The triple bottom line is basically a framework which allows companies, and also other parties, to measure the progress or impact of their actions. Even with the framework the actual calculating is not a simple process, for example profits or financial progress can easily be measured in various currencies whereas the environmental and social dimensions require statistics and indices which allow tracking and measuring of the activities. For example unemployment rate, city size

tracking, and greenhouse gas emissions can be used as indices in tracking the progress. (Slaper, 2011.) The following three subchapters will discuss these above mentioned dimensions in more detail.

2.2.1 Economic performance and taxation

The concept of economic performance (from here on referred as EP) is greatly based on current laws and regulations. The minimum level of EP is achieved by complying with the local legislation. Since legislation varies from country to country, this has created numerous questions and certain problems e.g. when large companies have offshored their activities. The EP can be integrated in the business operations through corporate governance, risk management, investment planning, pricing and procurement policies, and staff guidance. For companies to plan and conduct their business in accordance with the corporate responsibility principles, the focus should be on the long-run profitability rather than the short-run profits. In practice this means that companies are willing to invest e.g. into projects to promote staff wellbeing and environmentally friendly technology even the results could be seen after a year or maybe ten years. (Harmaala & Jallinoja, 2012, 18-20.)

Companies are expected to have accountability operated business. The consumers are nowadays more aware and able to get in to their hands information about companies' taxation policies and this forces the companies to really think about how they wish to represent themselves accordingly. There are arguments going for the prevailing belief that the companies should pay their taxes and adopt a responsible manner of approach to their taxing strategies. Being aggressive on the tax management planning can be harmful especially for the companies whose success depends on the positive company image, so the company is more likely required to present a transparent view. Aggressive taxation plan means that the company's target is to pay no more than the required minimum amount of taxes. Irresponsibleness and efforts to minimize the corporate taxation tells that the company is having an aggressive attitude towards tax planning - which can have a negative reaction from current and potential customers. Furthermore, this kind of activity can alienate investors leading to financial uncertainties for the company. (Knuutinen, 2014, 129, 157-159.)

A responsible company can pursue in its communications and advertisement to articulate its willingness for responsible tax remittances, especially if its competitors

utilise aggressive taxation plan. The company can also communicate of its tax payments in the corporate responsibility reports which can affect the company positively. Taxation has tight connection to the sustainable development as the SD needs taxes to continue and if the companies relocate their operations and take their capital to tax havens this progress eventually deteriorates. This kind of development threatens the base of governmental funding and the supply of public utility. In the end the tax payers are the ones paying the repercussions of the aggressive taxation planning. (Knuutinen, 2014, 157-159.)

To sum up the basic requirement for any viable business is for it to be profitable. Before any enterprise can begin to worry about the needs of the stakeholders, it has to be able to finance its own economic liabilities. In addition to benefiting the company's shareholders and workers the economic responsibility requires that the company also creates economic wellbeing to the surrounding society via good tax program. Especially local actions, such as procuring from local enterprises or sponsorship of the town's children's sports teams, are great examples of responsible performance. (Harmaala & Jallinoja, 2012, 18-20.)

2.2.2 Social responsibility

Social responsibility has internal and external viewpoints. Internal responsibility means the stances and actions towards the company's staff; especially in the western countries the main agendas are improving the workers' wellbeing, enhancing workplace safety and educating the staff beyond the requisitions of law and collective labour agreements. External focus is on being pro-active in employing disadvantaged people such as disabled and socially-restricted people. Through procurement company also affects the employment of their suppliers. The most crucial aspect of social responsibility on consumers' point of view is the product safety. (Harmaala & Jallinoja, 2012, 20-21.)

The primary question is do the companies have a responsibility to the society. In order for a socially responsible company to be successful, it needs to have concerns and aims beyond short-term profitability. This means that the company both emphasizes the good deeds towards the society and maximizes its long-run beneficial impact on society while minimizing/eliminating effects that can be seen as harmful. Customers are in key role when making buying decisions as they base their acquisition, usage, and disposition of products on a basic desire to minimize or eliminate any harmful effects and maximize

the long-run beneficial impact on society. In other words they are aware of how their buying behaviour can make an impact to the environmental or socioeconomic aspects. This buying behaviour is called socially responsible consumer behaviour (SRCB). Companies have awoken to this paradigm as consumers are more and more aware of the company's level of social responsibility and therefore base their buying decisions on the knowledge of company's social responsibility level. For this reason building customer awareness is arguably the major purpose behind cause-related marketing. (Mohr & Webb & Harris, 2001.)

One of the challenges for the consumers, however, is to find accurate and reliable information about companies' CSR behaviour as that knowledge is fairly low despite the age of Internet and social media. The extent of the data is extensive and consumers do not have the means of covering all the companies whose products they buy and screening the information. This lack of information and therefore the awareness towards the CSR customs companies are executing may be one major obstacle towards is one of the issues that may affect the important buying decisions. (Mohr et al. 2001.)

2.2.3 Environmental liability

Companies bear environmental liability meaning they are accountable for any impact their operations have on the environment. This is why it is crucial for them to know exactly how their actions affect the environment. Part of the environmental liability is the preservation of the water system, air and soil, reducing greenhouse gasses, securing the diversity of the ecosystem, efficient and prudent usage of the natural sources, reducing the amount of waste, and controlling the health and environmental risks caused by chemicals. A responsible company recognizes the effects of its operations to the environment, knows and carries the legislation, constantly develops its operations, recognizes the needs for change and carries them out. In practice being proactive in environmental issues shows in the development of the production process, and product and service development. (Harmaala & Jallinoja, 2012, 22.)

Corporate environmental liability (CEL) can be evaluated and studied in two different perspectives: the natural resources based view (NRBV) and neo-institutional theory (NIT). NRBV suggest that firm's success is depended on its capabilities to utilize the natural resources; maximizing gains and minimizing loss and pollution in hard-to-mimic ways. Based on the theory going green would grant the company a competitive

advantage. NIT on the other hand places emphasis on external influences and pressure coming from socio-cultural structures of the surrounding society; traditions, legislation, and stakeholders. To what extent organizational and institutional forces affect one another is controversial topic and viewpoints tend to differ depending on the researcher. (Sindhi & Kumar, 2012.)

2.3 Effects of corporate responsibility for business performance

The average consumer's buying decisions are increasingly being influenced by the public image of the company. It has been shown that consumers are willing to switch to another brand if the new one is supporting a good cause, assuming that the products share a similar price and quality. The social media has emphasized the importance of CR since people more easily believe their peers rather the company's advertisements or selling speeches; there are blogs written by enthusiasts who will investigate different companies and/or products and announce to others which companies are "good" and which ones "bad". The social media, in a sense, can either make or break a business. The company can either be adored for its actions and have its products selling millions or the company could be boycotted and consumers stop purchasing their products due negative publicity having serious effects on the company's financial performance. (TRUiST 2014; Brooks, 2013.) The question is how the consumers create the image about/of a certain company and how the CR can help with this process; this is discussed next.

2.3.1 Attribution and contrast effect

People perceive new information within a framework consisting of their previous experiences, personal beliefs and feelings. Each individual's initiative attitude forms a basis for accepting and interpreting new information. Basically this means that the first impression you receive about something determines how you process the information related to it later on. Depending on the situation, the stimulus can result in either assimilation when agreeing or contrast when disagreeing. Assimilation refers to a situation where there is nothing new, this means your mind recognises that you already know this or that you agree with this kind of argument; so the incident can be skipped without much effort. On the contrary, contrast refers situation which provides new information; your mind does not know how to react and questions whether or not the argument is true. When contrast occurs the mind has to utilize greater amount of

congenital resources to process the differences and find a viable solution for the incident. Due these reasons everything standing out of the ordinary, in context of an individual, will be noticed. (Hal Dean, 2004.)

Adapting this theory into business practices can explain certain customer reactions on businesses operations. To simplify the subject Figure 4, below, demonstrates an imaginary situation where two companies one being active and another being inactive in CR practices. Both companies are experiencing either a drop or peak in public CR practices due to e.g. a product defect or sponsorship. Please note that the example holds conceptual simplicity to explain the subject.

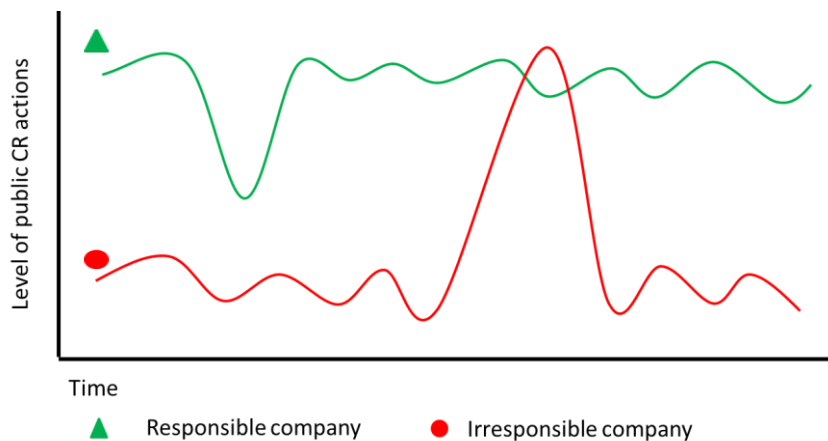


FIGURE 4 Example of company's public CR (own conception)

The company having higher CR performance (responsible company) gains a negative reaction from the consumers due to product defect and this affects its reputation resulting in tarnished company image for a certain time period. The irresponsible company launching a sponsorship program gains a positive response and benefits from polished company image for a certain period of time. Due attribution - people creating their own cause or explanation to incident - the level of public perception should return to normal after a certain period of time, provided the companies continue to function as they did before the incident (Hal Dean, 2004).

In short, sporadic incidents can affect the companies' image either positively or negatively but on the long-run the consumer perception remains rather stable based on the overall performance of the company (Hal Dean, 2004). Due to this companies should place a great emphasis on integrating CR principles into the core of their business

functions and focus on long-term effects and that way build a strong positive image of themselves (UNIDO 2014). The advantages are achieved primarily due increased interaction with the stakeholders (Europa 2014).

2.3.2 Benefits of corporate responsibility to the business performance

The applications of CR can benefit the companies in various ways. Holbrook (2010) has identified three major economic benefits which applied CR can provide to companies. These benefits are *the possibility to avoid or mitigate negative effects to financial performance raised from social conflicts; generate goodwill; and increase efficiency*. The source of the benefits can be traced to simple business functions. In case of social conflicts, a company willing to have open dialogue with its stakeholders is perceived responsible thus dealing with conflicts openly grants the company a transparent and positive image. The increased goodwill rises partly from the open stakeholder relationships but also from the dedication in building quality, reputation, and customer loyalty. Companies achieve greater efficiency in their operations by investing in e.g. environmental friendly technology and improving their procurement. (Holbrook, 2010).

Kaeoka and Jaikengkit (2012) state that each company has their own way with incorporating CR in their operations and therefore must define their own indicators for measuring benefits since universal scales do not exist. The company should be able to indicate their CR activities and evaluate the results in measurable terms. Kaeoka and Jaikengkit (2012) provide an exemplary list of indicators which can be clearly assessed:

1. tax deductions
2. free advertising
3. cost saving
4. turnover reduction
5. level of purchases or customer satisfaction

Based on the listing the benefits of CR can be divided into two categories: monetary or non-monetary. Monetary benefits yield directly to financial performance of the company in a quantitative way and can be measured; whereas the non-monetary benefits affect the company's performance in a positive way. Non-monetary benefits have both quantitative and qualitative indicators depending on the subject which can be e.g. access to foreign capital or quality control. To accurately calculate the company's gains on integrating CR, there should be data from pre-CR seasons; this would provide a

“zero-line” to which future actions could be compared to see the effects CR has had on the business. (Kaeoka & Jaikengkit, 2012.)

The benefits of CR can also have great variance depending on the country where the company operates in. Companies require qualified staff in order to function in full potential; in western countries society provides basic education, but especially in the developing countries, companies can benefit from investing into the education and training of the local population. This is a long-term investment paying off after years but will provide educated workforce for the Company. On the society’s viewpoint these kinds of actions provide prosperity to the area. Protecting the environment can also protect the company’s revenues; naturally means and benefits differ depending on the industry but generally the main cost is energy. Companies which save energy or perhaps produce their own energy can have huge saving on the long-run. Cutting waste and recycling has positive effects on the environment as well as cutting the cost of waste management. (TRUiST 2014.)

2.4 Measuring methods

There are different models to manage and measure the progression of company’s integration of the CR principles. These models vary from another depending on their focus, and therefore can provide various results when examining companies’ progress. This subchapter will present two models which have slightly different viewpoints. The first model’s goal is the utilization of the CR in corporate image whereas the second model’s goal is creating value to the society.

The first model is presented in Figure 5, on the following page. It is a pyramid model which divides corporate responsibility is into four layers. The legal framework and government obligations which create the rules for the society and business life are at the bottom of the pyramid; they lay the foundation where the building of CR begins. The second layer is the interaction with the stakeholders by providing them value which exceeds the legal obligations. The third layer adds proactive thinking; the company has an active role as a developer of its functions and foreseeing the stakeholder demands and expectations. The top of the pyramid is the utilization of CR activities in the company’s public image. (Jussila, 2010, 56-58.)

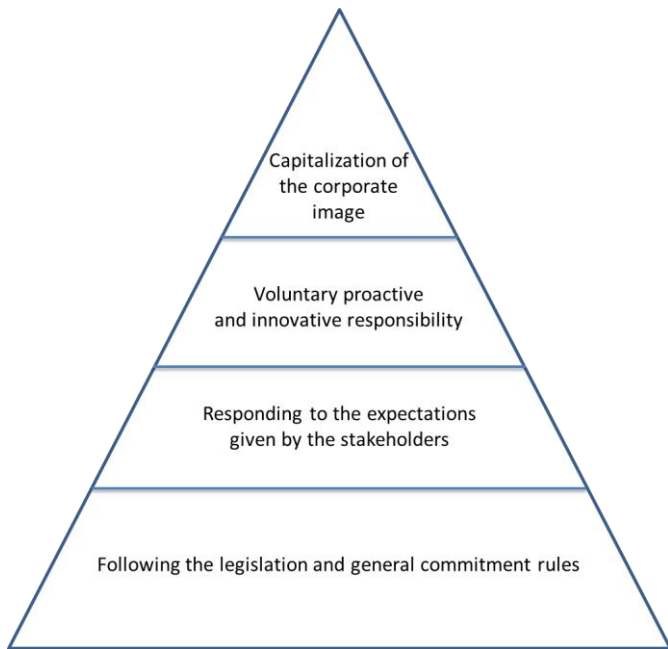


FIGURE 5 Goal stages of Corporate Responsibility. (Jussila, 2010)

The second model is presented in Figure 6, below, where a different approach on the levels of CR can be seen. The model divides the process into four steps. The foundation is based on abiding of laws and government regulations. The second step is being profitable and proving the shareholders a good return on their investment by providing jobs, goods and services for the community. The third step deals with ethical issues which vary depending on the surrounding society. The fourth and highest step is philanthropy; actions promoting the human welfare and good deeds rather than business. (Ferrell & Fraedrich & Ferrel, 2011, 36-37.)

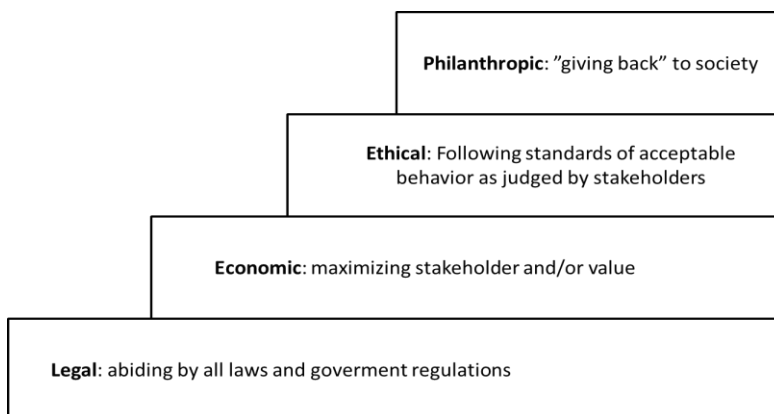


FIGURE 6 Steps of Social Responsibility. (Ferrell et al. 2011)

When discussing the levels of corporate responsibility, it is important to distinct the difference between charity and the social dimension of CR (also known as corporate social responsibility). Generally these two are thought to be synonyms and therefore used erroneously. Charity or philanthropy is the actions aimed to donating money for a good cause and it's mainly used to gain publicity. The social dimension of CR is more about business strategy and contributing to society on the long-run. (UNIDO 2014.)

2.5 Reporting methods

These days companies have the ability to choose between different reporting initiatives, but from the reader's point of view using many reporting foundations can be confusing. In the following topics, two of the most important CR reporting initiatives are presented and discussed.

2.5.1 Triple bottom line -reporting

One choice for the companies to use in their reporting initiatives to measure their overall performance in-depth is to use triple bottom line (from here on referred as TBL). As corporations are bound to have greater impacts on the economy and to the society, than what they are able to sustain, need for reporting about these impacts increases. The TBL has been divided in to three equally important areas (Figure 7, on the following page). The financial bottom line concludes the company's annual reports to showing how the company has benefitted the investors over the past year. The social bottom line focuses on how the company has benefitted the society; which consists of customers, vendors, communities, governments, future generations etc. An environmental bottom line shows how the company has contributed in the sustainability of the environment; this includes the environment of its suppliers, customers, investors, communities etc. and aims to minimizing contamination and ensuring sustainable inventory for natural resources. In addition to the main trio, the model also provides themes for the overlapping areas. The overlapping areas can be defined as combinations of the two main dimensions; the centre part, where everything is in harmony, is where sustainable development happens. (Cheney, 2014.) By contributing and producing aforementioned reports the companies recognize their integral role in society and the environment.

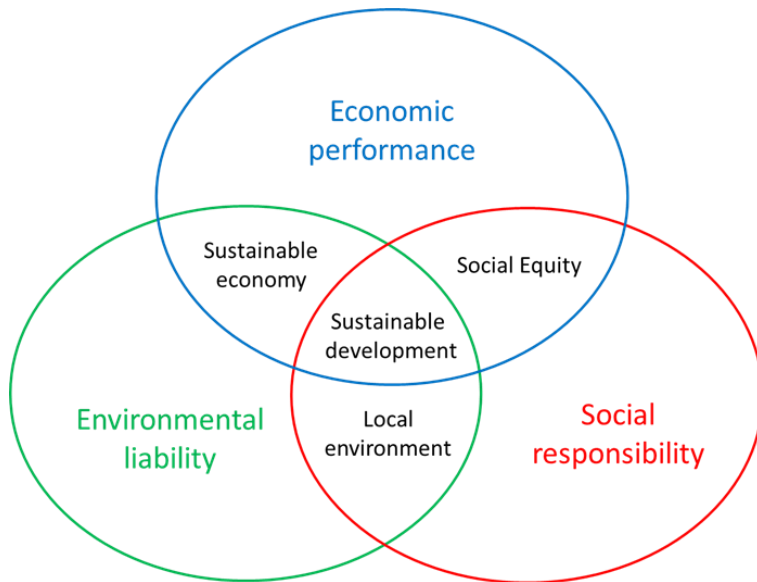


FIGURE 7 Triple bottom line and overlapping areas based on article by Cheney, 2014

As more and more governments, investors, consumers, and the internal needs of corporations demand for executing of TBL there are some issues bound to come to fore concerning the TBL. One of the issues is that many companies have taken to themselves to produce their own variations of the TBL concept and this has raised several problems to the front. One of these problems is that although the TBL is used as a standard of measurement it lacks the set rules. The economic line is easy to measure as it consist of annual statistics given by the company, but the social and environmental lines create problems as they have not yet been standardized and thereby do not follow any general guidelines set for measurement. These issues have had financial analysts in some countries already questioning about of comparability, and auditors wondering about the possible ways of legally auditing mandated non-financial reports. (Cheney, 2014.)

This is one of the reasons why the TBL has taken another path in reporting structure and the agency of the United Nations has created the Global Reporting Initiative to standardize the used measurements and presentation policies. However, neither of these guidelines is far from the pedant standards established for financial reporting. Their creation serves companies wanting to provide comprehensive narratives on relevant social and environmental issues. (Cheney, 2014.)

2.5.2 GRI -reporting

GRI was created during the 1990s when debate over CR and the appropriate role of the businesses began. Its purpose was to create convergent sustainability reporting standard practice for all companies and organizations by giving an alternative choice for the companies to announce their sustainability reports. The main force behind the GRI standards are environmental program UNEP (United National Environmental Program) which acts under United Nations orders and CERES (Coalition of Environmentally Responsible Economies) which furthers the sustainable development in business and financial culture. (Harmaala & Jallinoja, 2012, 224.) GRI reports purpose is supplementary rather than acting as the principal source of information and it is completely voluntary for the company to do performance reporting (Hale and Held, 2011 281-284). To be understandable among its users the GRI report has set of rules such as objectivity of the information, clarity, punctuality, timeliness, comparability, and reliability that ensure the quality of the report (Harmaala & Jallinoja, 2012, 224).

Baseline of the GRI is to create an explicit framework for harmonized reporting system that provides both metrics and methods that can be used while measuring and reporting sustainability-related impacts and performance. In addition it creates free access to standardized, comparable and consistent information about corporate performance. This would include the reporting guidelines, sector guidance and other resources, and enable greater organizational transparency and accountability (Figure 8 on the following page). GRI can be used to build stakeholders' trust in organizations, and can be a way towards thoughts that benefit the company. Today, regardless of the organizations size or sector it operates in, GRI's framework helps them to understand and communicate their sustainability performance. (Association for Global Reporting Initiative 2013a.)

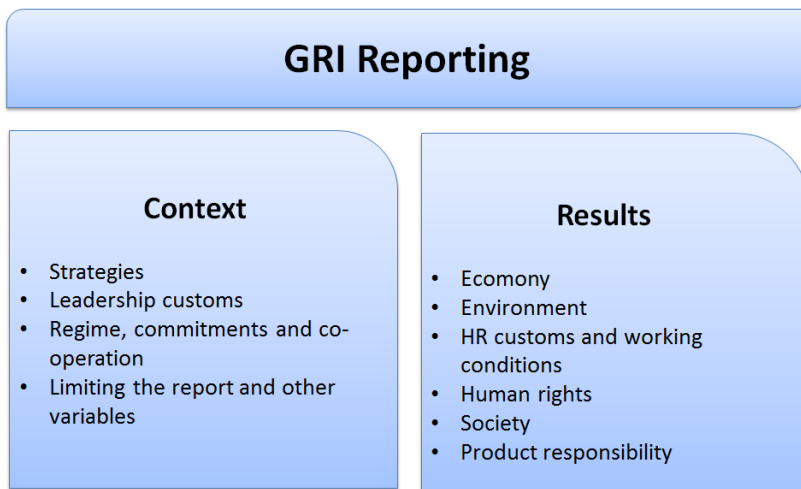


FIGURE 8 GRI Reporting (Harmaala & Jallinoja, 2012, 225)

A good GRI report summarizes the answers to question: how sustainable a company is and how the development of sustainability, both internally and externally, will affect to the level of sustainability development. The answer calls for the precise definition for the sustainable development inside the organization. The question associated with GRI-reporting is whether or not they contain and use all the agreed elements needed for describing corporate sustainability/sustainable development and enclose all the required answers to the readers. (Isaksson & Steimle, 2008.)

2.6 Criticism towards corporate responsibility

Since the beginning, CR has raised vocal resistance and gathered critics to the same table to appraise the whole principle. Their critic can be divided in to four parts: 1) hindrance for the business, 2) as a boost only for the business, 3) unclear or 4) ineffective. (Harmaala & Jallinoja, 2012, 28.) This means that there is never a balance, only a constant struggle between making more profit while exploiting the ethical aspects.

CR's main focus is to enable the companies to create a certain degree of brand loyalty while also developing a personal connection with its customers. The companies would participate in charities to gain access to the target markets and thus gain more market access with the sake of customers giving them credit for the effort. When the CR first surfaced on the 70s the criticism was focused on the contradiction between maximizing

the company owners' value and corporate social responsibility that could not work. During the 21st century a new aspect of criticism arose and this time it focused more on corporations using the CR as means of advancing their own business activities rather than noticing the social aspects and sustainable development. In these modern media saturated times, companies aim at creating more innovative ways to get their messages across and CR offers those potential ways of implementing this tactic, while reaching new consumers. (Corporate Watch 2014.)

Critics standing behind the criticism constantly remind corporations that the final goal is to create welfare for the people, not profit for small group of people (Harmaala & Jallinoja, 2012, 28). Companies also succumb to a window-dressing, and hide behind the pretence of following the legislation and general commitment rules while capitalizing the corporate image while sidestepping the voluntary proactive an innovative responsibilities for the sake of better revenues as stated earlier in Figure 5 (on page 26). In long run this can turn against the company as consumers and investors wish to see the list of actions the company actually has taken for improving its impact on the society and environment in general, and not just the tip of the iceberg stating vague reports of CR actions. (Greenwashing Index 2014.)

An example of window-dressing is greenwashing, where companies hide behind the veil of "supposedly executing greener things"; giving the consumers the impression that the company or organization is "green" through misleading advertising and marketing campaigns, when in reality the company does little or next to nothing to really implement business practices that minimize environmental impact. This can be problematic to the consumers who have no clear way of knowing if the company is being truthful about its business activities. These days everything seems to have word "green" slapped on to it; but fortunately there is a change brewing as airlines, retailers, restaurants, and car companies who use this word are usually speaking through the mouthpiece of truth rather than taking chances and lying to the consumers and taking the gamble of their own future on the markets. The problem arises when the companies too lazy to really join the green thinking try taking the easy way out, and with this they can harm the whole industry by creating mistrust among consumers and create bad PR for the company. (Greenwashing Index 2014.)

Global companies are the target of newly found critic, even though they may have dealt with environmental and socio-political problems at home, but have chosen to shut their eyes to the problems encountered in developing countries to avoid utilizing auxiliary resources. Many see that there has not been any success on reaching the social or business goals relating the CR, and that the aim for the CR has to be recalibrated. Essentially the critic has been targeted towards corporate responsibility and the effectiveness of the execution. (Harmaala & Jallinoja, 2012, 29.)

3 THE COCA-COLA COMPANY

The Coca-Cola Company is mostly recognized from its distinctive red and white logo (Picture 1) and sizzling black drink. This chapter will discuss the history and operating model of the Coca-Cola Company. The topics in this chapter have been divided into five parts. The first topic discusses the brief history of the company as well as its position on the consumer markets. Second topic focuses more on the reporting initiatives in which the company has taken part to. Third topic discusses of the company's self-stated sustainability focus points. Fourth topic focuses on the company's advertisement policies. The final topic provides insight of the Coca-Cola Company's efforts to make an impact to the society by contributing to the environmental preservation projects and the impacts these projects have for the company and for those it helps.



PICTURE 1 Coca-Cola Logo. (GMK Free logos 2014)

3.1 Company introduction

The history of Coca-Cola stretches through several generations; all who have come to know the black soft drink. The company behind this world known drink was founded in Atlanta, Georgia, in 1886 as a curiosity of an Atlanta pharmacist, Dr. John S. Pemberton, who wished to create a distinctive tasting soft drink that could be sold at soda fountains. He created flavoured syrup, took it to his local pharmacy to have it mixed with carbonated water and gave it for tasting and the results are history. Encouraged by the taster's positive reviews that deemed the drink excellent the doctor started the distribution of the product. The credit for the name "Coca-Cola" as well as trademarked designing - the distinct script - still used today, can be given to Dr. Pemberston's partner and bookkeeper, Frank M. Robinson. After the death of Dr. Pemberton in 1888, two

years after creating what would become the world's most selling sparkling beverage; majority of the company was in control of Atlanta businessman, Asa G. Candler. With Mr. Candler's guidance, Coca-Cola began to expand outside Atlanta and in 1899 after innovations in industrial field, a large scale bottling was made possible, when three enterprising businessmen in Chattanooga, Tennessee secured exclusive rights to bottle and sell Coca-Cola. (The Coca-Cola Company 2011.)

The Coca-Cola Company began its expansion to the international markets after World War II, where it served the US troops during the wartime, by recognizing the potential coming from the global sales. In order to dominate the markets globally the company began fierce marketing campaigns and with these efforts began taking opportunities in the international revenues and by late 1990s the company had successfully gained more than 50 percent of the global market share in the soft drink industry. (Ferrell et al. 2011, 284-288.) As of today, Coca-Cola has grown to be the world's most ubiquitous brand, with more than 1.4 billion beverage servings sold each day (Manley L, 2014).

The Coca-Cola Company's product portfolio is the ground for their successful business model. The company manufactures, markets, and sells its products to customers in more than 200 countries, and its product assortment covers over 500 different non-alcoholic beverage brands - such as waters, enhanced waters, juices and juice drinks, instant teas and coffees, and energy and sports drinks (see Appendix 6 for all the brands). The most notable of these drinks is the original Coca-Cola and similar beverages Sprite and Fanta, but also bottled waters and energy drinks like Vitamin Water Zero and Monster-energy drink. (Bhasin, 2011.) By widening the product portfolio the company has been able to respond to customers changing preferences and tastes by giving them more choices. The company acknowledges the ongoing debate concerning obesity and health as well as all issues relating to wellbeing in the communities they operate in, and therefore have extended their product range and product choices to include no- and low-calorie beverages, sold in variety of packaging sizes with clear nutritional information attached. According to the official data from the company's website in 2013, from the sales volume 63% of the beverages were sparkling waters, 6% of the sales were low-calorie sparkling beverages, and 31% of the sales came from the still and water beverages. (Coca-Cola HBC AG 2014).

The Coca-Cola Company's position on brand listings

The Coca-Cola Company has always been proud of its reputation and since the World War II it has been a household name among consumer both in the US and internationally. However, after some poorly made leadership choices and mismanagement in the toughening marketing section with rival company PepsiCo the company became less popular and lost its touch with savvy marketing and reputation with the quality. In 1990s and 2000s, this lead to falling position on the Fortune magazines "America's Most Admired Companies" list and in 2001 falling off from the Business Ethics magazines "100 Best Corporate Citizens" list. (Ferrell et al. 2011, 409.) The company has struggled to gain its position on the list and as of 2014 the company is listed on a seventh place after making improvements on the company's management system (CR Magazine 2014). This rises up the importance of proper corporate social responsibility conduct for the Coca-Cola Company.

3.2 The Coca-Cola company reports

The Coca-Cola Company publishes annual reports under the name Coca-Cola Enterprises (CCE) and Coca-Cola Company (CCC). CCE is one of the world's largest Coca-Cola bottlers while CCC focuses on selling and manufacturing the needed beverage bases and syrups to the bottling operations, is the owner of the brands and therefore responsible for consumer brand marketing initiatives (Figure 9 on the following page). (Coca-Cola Company Journey 2014.) Both of these organizations publish reports that focus on performance and sustainability as well as financial aspects. However the focus point of these reports vary as the reports the CCE produces focus more on certain marketing and production locations worldwide. To better understand how integrated the concept of corporate responsibility is within the Coca-Cola's corporate governance, the subtopic reviews certain main points of the Coca-Cola Company's annual report and sustainability report.

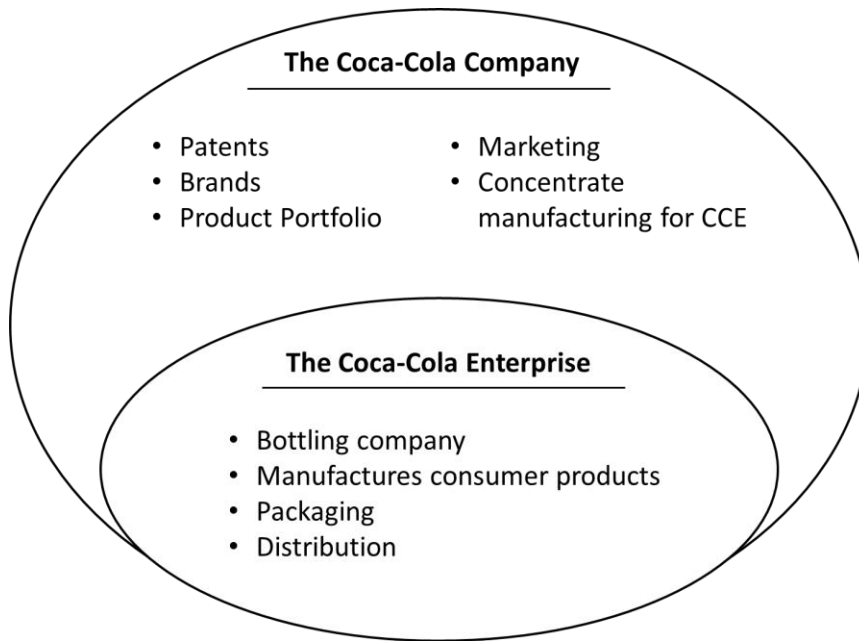


FIGURE 9 Conceptual drawing of the relationship between CCC and CCE (Based on CCC's organizational structure)

Coca-Cola's Sustainability and GRI reporting

"Our goal is to use our Company's assets — our brands, financial strength, unrivalled distribution system, global reach, and the talent and strong commitment of our management and associates — to become more competitive and to accelerate growth in a manner that creates value for our shareowners."

(Coca-Cola Annual report 2013c.)

The Coca-Cola Company publishes an annual sustainability report, in which the company covers topics such as economic, environmental, and social impacts that are the results of their everyday activities. The report's main purpose is to present the values and administration model of the organization and to define the link between the company's strategy and commitment to sustainable economic procedures. The report measures the impacts the company causes or experiences, set goals, and shows how they are prepared to respond and manage a change. In short this means that the company communicates its sustainability performance and impacts – whether positive or negative, to the public as well as its stakeholders. (Coca-Cola 2012/2013.) In addition to

this the Coca-Cola Company has elected to give annual voluntary GRI reports to show their support towards more transparency in sustainability reporting. According to the company's GRI report from 2012, in the following years improvements could be made by conducting and providing expanded disclosure on sustainability topics. (The Coca-Cola Company 2012.)

According to the annual sustainability report the Coca-Cola Company's main goals are to fulfil the expectations of the company's stakeholders and to continuously improve their social, environmental, and economical performance while also ensuring the sustainability and operational success of the company. The Coca-Cola Company follows CR approach using it as the main guiding principle in this matter by publishing its reports according to the principles set by Global Reporting Initiative (GRI). Even though abiding to these set of standards the company has released several reports with varying titles and focus-points revolving around the sustainability topic. (Coca-Cola 2012/2013.) Due to these occurring differences on the report labelling policy, acquiring clear comprehension on the target audience or the purpose of these different reports is challenging.

3.3 Overview on the Coca-Cola Company's sustainability report

Considering that the Coca-Cola Company is an internationally recognized company and thus has a strong marketing orientation history in the industry, it is important for the company to maintain a good public image. Over the years the company has developed a number of social responsibility initiatives to further enhance its business. Company's core beliefs stand behind these initiatives to respond to those in marketplace, workplace, community, and environment. Listed below are the official initiatives the Coca-Cola Company publishes on their annual report as well as GRI reports, in which the company participates in. (Coca-Cola 2012/2013.) In the following graphical illustration (Figure 10 on the following page) a GRI report is provided for clearer understanding of the reports contents.

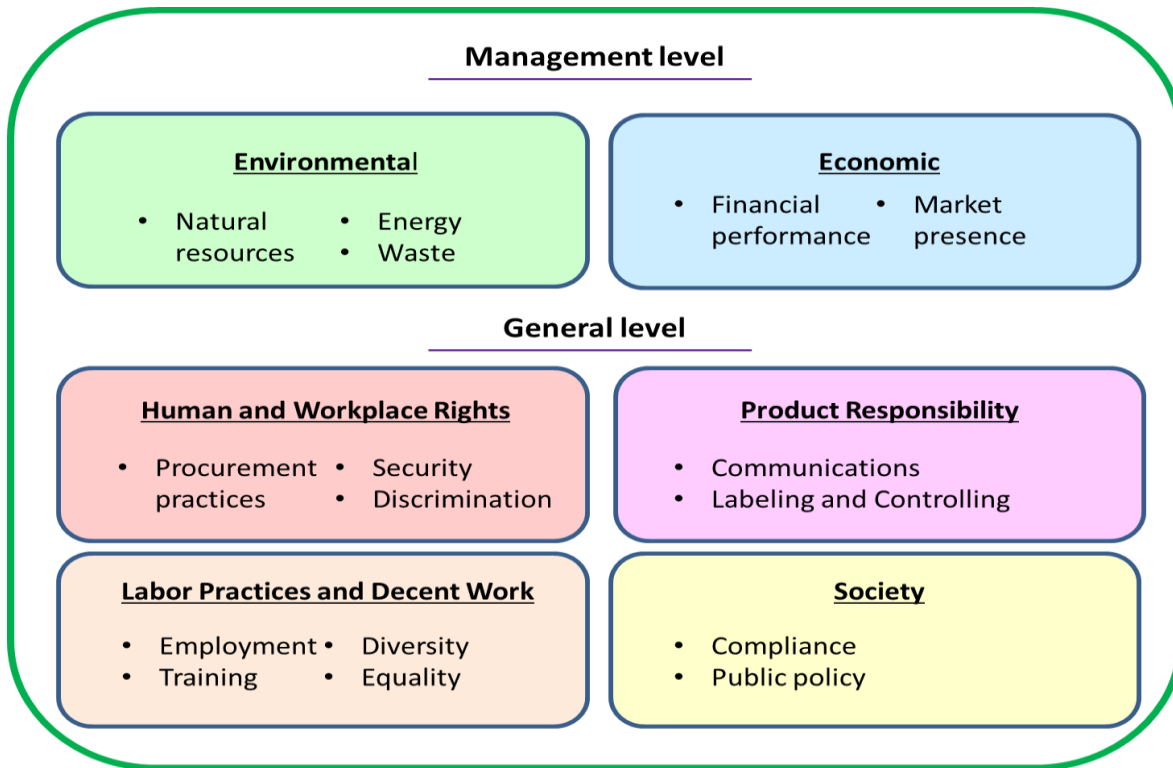


FIGURE 10 Conceptual image of the sustainability report (Based on CCC's GRI report)

Sustainability report topics

According to the Coca-Cola Company's sustainability reports the company has set general guidelines for the management focusing on environmental issues. Since main ingredients for their products and product containers are water, sugar, aluminium, and oil, the concern focuses more and more on recycling the used water as well as obtaining raw material for their packages and products. (The Coca-Cola Company 2012.)

Materials

The Coca-Cola Company gives great focus on the supply chain in the company's sustainability initiatives. The company uses aluminium, glass, and oil based plastic, as raw materials to create the signature containers for the famous drinks. The aluminium containers are the signature mark for the company and to save the precious material the company has launched recycling initiatives to ensure that the aluminium cans consumers use are recycled and reused. (Coca-Cola Recycling.) Also recently the company has begun looking for alternative ways to supply the ever growing demand for the raw materials and has introduced new ways to contain its famous drinks. The plant

bottle is the world's first 100 percent recyclable PET-plastic bottle made from recycled plastic (50 %) and plant based plastic (15%). The company's goal in the future is to create recyclable plastic bottle that has been made mostly from the renewable raw materials. (Coca-Cola 2014.)

Energy

Like many other companies the Coca-Cola Company seeks to use energy required in their production process as efficiently as possible while meeting the global standards. By taking steps to use the required energy more efficiently the company has enabled it to decrease its carbon footprint, preserve natural resources, and moderate costs. Achieving the goal requires improvisation of the production methods and technology, with also seeking alternative power sources. (The Coca-Cola Company 2012.)

Water

One of the most crucial aspects for the Coca-Cola Company's operation is water, and the company participates in programs that are aimed to recycling the water and reducing the usage of the water and actively participates in water stewardship around the world. By year 2020 the company aims to replenish an equal amount of water compared to the amount used in their finished beverages. (The Coca-Cola Company 2012.)

Biodiversity

The Coca-Cola Company does not focus on biodiversity directly. The company supports indirectly biodiversity by taking part in various environmental initiatives around the globe. Through the water stewardship the company helps other organizations to support and restore marine, riparian and wetland ecosystems worldwide. The company raises constantly funds to raise awareness towards the protection of the polar bears Arctic environment, and to support preservation of marine life. (The Coca-Cola Company 2012.)

Emissions, effluents, and waste

The Coca-Cola Company's aim is to grow the business without crowing emissions by 2015. To be able to reach these goals with sufficient resources the company follows strict rules and regulations; in some countries these regulations are stricter than local standards, to return the once used, purified wastewater back to the environment to support local aquatic life. The company also seeks ways to reduce its waste impact on

the environment by ongoing changes to package designing, recycling, and by using plants as a base for the new bottles thus reducing the amount of needed plastic for their bottles. (The Coca-Cola Company 2012.)

Products and services

The Coca-Cola Company aims at minimizing the company's environmental impact that their beverages create by participating in water stewardship initiatives, while also increasing efforts to control greenhouse gas emissions and increase energy efficiency. To achieve these goals the company has refined new innovative packaging, developed a more sustainable supply chain and by promoting sustainable agriculture. (The Coca-Cola Company 2012.)

Transport

The Coca-Cola Company needs a vast troop of trucks to deliver its products all around the world and the company pays attention to the more sustainable transportation methods; to reach this the company aims to increase the use of different fuels that are as efficient as more regular fuel; these new, alternative fuels come from electricity, natural gasses, and biodiesel. (The Coca-Cola Company 2012.)

Human and workplace rights

Like many other companies the Coca-Cola Company takes great pride of its workforce and the workers wellbeing, by continuously fighting to respect and protect both human rights and workplace rights. "The company considers workplace and human rights - as articulated in the United Nations Universal Declaration of Human Rights and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work - to be inviolable". (The Coca-Cola Company 2012.)

Product responsibility

The Coca-Cola Company wishes to ensure that all of its products are produced within the strict set of applicable legal requirements and standards in collaboration with the locals. The production follows a strict set of rules and requirements defined by the quality management program that promotes highest standards in product safety and quality. (The Coca-Cola Company 2012.)

Consumer health and safety

The Coca-Cola Company considers safety and quality standards as high importance and wants to comply with all applicable legal requirements and standards. The company has committed to manufacturing its products by measuring all its operations through strict policies, requirements and specifications created by different management programs. The Coca-Cola Company also takes part in tackling the obesity and diabetes issues raised by modern lifestyle. The company helps the cause by sponsoring over 280 active, different programs focused on healthy living in over 115 countries worldwide. (The Coca-Cola Company 2012; Coca-Cola 2012.)

3.4 The Coca-Cola Company and advertising

The Coca-Cola Company's aim throughout the years has been to become the ubiquity among its consumers, this means that the company aims on being everywhere at the same time. The company has made this achievement through intensive marketing and advertising, and taking part of the environmental and global initiatives to be the household name among the consumers. For the efforts the company has put in to its advertising and marketing campaigns The Cannes Lions International Festival of Creativity has granted over 100 Lions in recognition of these efforts. (Toljagic, 2012.)

The development of The Coca-Cola Company's advertising

The Coca-Cola Company's successful marketing can be seen as a reason behind why to company has risen to be the world's most recognizable brand throughout the years. The company began its advertising in the early 1900s with simple newspaper ads that had just plain text stating the name of the company and a short mention about their sold product. Later on picture of the shop serving Coca-Cola from the fountains was added to the advertisement (Picture 2 on the following page). Shortly after this the company began to use young pretty girls as their face before harnessing the Santa Claus to their repertoire and assimilating Christmas and colour red more profoundly with the drink. (Arandilla, 2011.)



PICTURE 2 Advertisement from the early 1900s (Vintage Ad Browser)

In the 1960s the company introduced adverts featuring the iconic bottle. After this the most notable change came from adding people who were drinking Coke in the adverts and after this the focus shifted more to feeling happy and positive, as seen in Picture 3 below. The company's aim was to create the image that if the consumer drank the product they would feel good, and have both optimistic and positive vibes about their lives. (Arandilla, 2011.)



PICTURE 3 Advertisement from the recent years (Inspiration room 2009)

Over the decades the company has made a smooth transition on their advertising by giving a more product oriented mental image rather than advertising the features of the product like in the past. These days the company wishes to raise current topics to the awareness of its consumers by promoting health, social, and economic centred issues in their ads. The company has taken for its part in raising awareness about the wildlife and

environment, social inequality in both industrial and developing countries, and access of clean water. (The Coca-Cola Company 2012.) Of course the advertisements are not always within the limits of good taste and the company has had its fair share of hits and misses over the years.

Responsible marketing

The Coca-Cola Company uses various channels to promote its products and bring up the company's concern towards current ecological and humanitarian issues. These days the advertising is focused on TV, and roadsides are chock full of billboards promoting healthy products and happiness and joy towards life. Coca-Cola is ever-present in major sports events as one of the main sponsors and a familiar bottle can be seen held by both the athletes after their hard work as well as spectators. The company uses also social media to talk and raise discussion towards equality, environmental aspects, and preservation of the natural resources.

The visibility has pushed the Coca-Cola Company to promote its products and give great thought to the advertising campaigns. The company has set guidelines concerning marketing and the official reports state that the company will not show advertisements, in which children are drinking Coca-Cola products without the presence of their caregiver or parent, and will not directly target children under 12 in their marketing campaigns. The company will not buy advertising directly targeted to audiences consisting of more than 35 percent children younger than 12. The company's policy applies to all of the beverages and the media outlets they use, such as televised advertisements, print-media, radio, and Internet and mobile phones. This extends to schools also, and the company has agreed to withhold from advertising their products at schools to give the children a learning environment free of commercials. However, if the school wishes the company will advertise their beverages to meet hydration needs. (The Coca-Cola Company 2012.)

3.5 The Coca-Cola Company's initiatives

Over the course of several years the Coca-Cola Company has participated in various initiatives to promote health and public wellbeing as well as equality and preservations of the environment. One of the most important initiatives is related to the access and availability of the clean water. The company has both environmental and economic

interest on preserving clean water sources as the main ingredient for their products is water which is critical to ecosystems and indispensable from the company's economic prosperity. Water is the main ingredient in the company's beverages, and crucial from the manufacturing and agricultural stands the company uses. The second important program for the company is preservation of the nature, as the company is dependable of the raw and fresh ingredients it uses in its products. (The Coca-Cola Company 2012).

Water stewardship

The Coca-Cola Company understands the priceless value of the water, and as stated before knows the importance of the water. It is in the company's best interest to help preserve the local water sources in its production countries as they also sustain potential customers and their communities, and most of the factories are located near largely populated areas. In addition the company has participated on over 350 projects as of year 2005 with following partners:

- World Wildlife Fund (WWF), protecting endangered species
 - United States Agency for International Development (USAID), grassroots entrepreneurship
 - The Nature Conservancy, supports freshwater replenishment projects
 - United Nations Development Program (UNDP), protecting and developing matters related to water supply
- (Coca-Cola Company 2013a.)

To participate in these projects the company requires at least one of four objectives to be fulfilled:

- water sanitation and access to water must be improved
 - watershed protection must be taken into account
 - water for productive use must be provided
 - education about water issues as well as awareness raising must be implemented
- (Coca-Cola Company 2013a.)

To prove its commitment, in 2008 the company set a goal to improve its water efficiency system-wide by 20 percent by 2012, using the year 2004 as the baseline (Figure 11 below). Despite rapidly expanding product portfolio and increased production levels, the

company was able to reach the use ratio of 2.16 litre per product in 2011. Encouraged by this the company has set a new goal for the year 2020 to further improve the water efficiency. (Coca-Cola Company 2013a.)

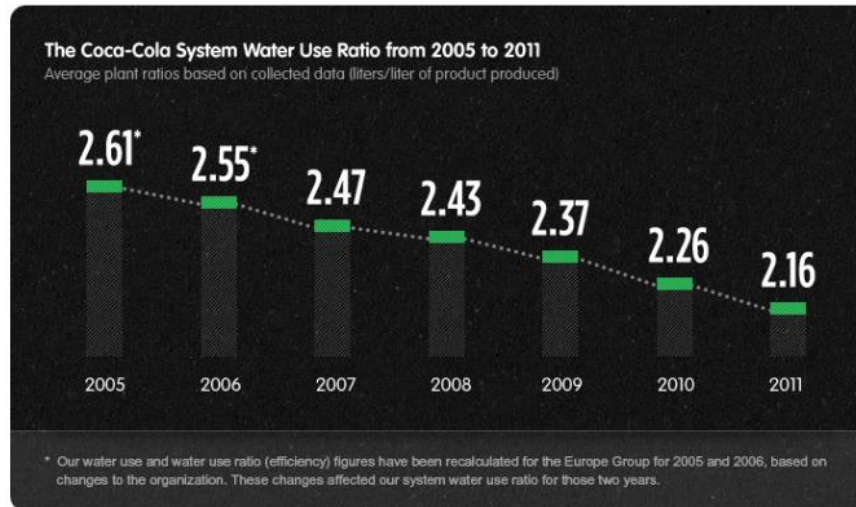


FIGURE 11 The Coca-Cola Company's water usage between years 2005-2011 (Coca-Cola 2013b.)

Empowering women

In fall 2010 the Coca-Cola Company launched an initiative with a purpose that would allow for the economic empowerment of 5 million women entrepreneurs across the globe by 2020 naming the campaign 5by20. The purpose was to aim to improving the economic lives of women who either would own or operate a business connected to the company's value chain or have the potential to be connected to the value chain; these could for example be farmers, shopkeepers, micro-distributors, recycling collectors, artisans etc. The initiative was done in collaboration with nongovernmental organizations (NGOs), governments and businesses, and the programs were created to help break down both social and economic barriers in Brazil, India, South Africa, and Philippines.

These programs included the following options for education:

- access to business skills training
- financial services
- assets
- support networks of peers and mentors

(Coca-Cola Company 2013a.)

Energy efficiency and climate protection

The Coca-Cola Company acknowledges the realities of the climate change and the challenges it might bring. Like many other companies, the Coca-Cola Company is committed to reducing its CO₂ emissions. The company has reasons to be concerned about the possibility of the climate change as it could have direct and indirect effects for the business. Changes in global agriculture and weather patterns could change the costs of ingredients by limiting the supply of raw ingredients used in the products, and extreme weather could undermine the company's bottling plants, disrupt the supply chain and affect consumer demand. Using the year 2004 as baseline the company aims for growth of the business while at the same time maintaining the level of system-wide carbon emissions created in the manufacturing operations to stay at the same level through 2015 (Figure 12 below). (Coca-Cola Company 2013b.)

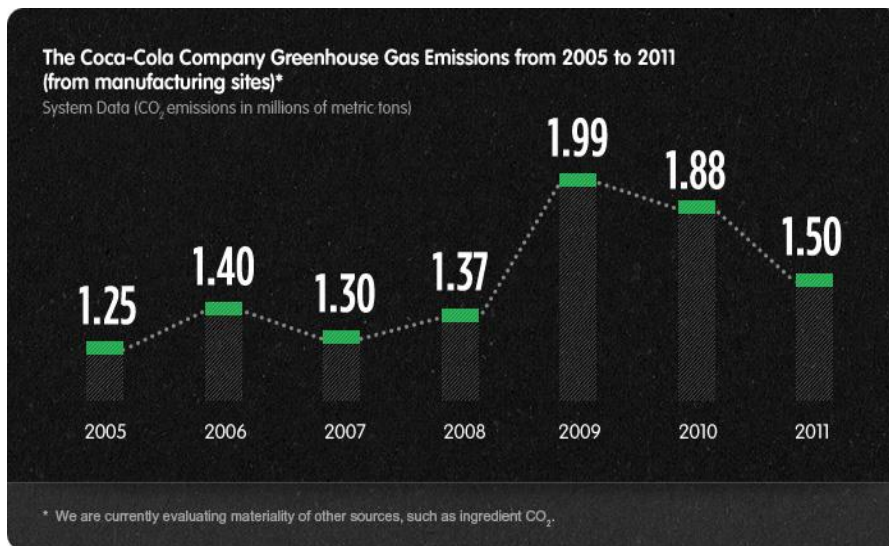


FIGURE 12 The Coca-Cola Company's carbon emissions between years 2005-2011 (Coca-Cola 2013b.)

To summarize the company admits that these acts alone are not enough to meet the set goals and thus the company is working to introduce clean energy across their production system where feasible. The company also collaborates with various beverage gas suppliers to develop new substitutive alternatives for creating CO₂ found in their sparkling waters to improve the environmental footprint by using more renewable resources. With these decisions the company aims at reducing the amount of CO₂

released to the atmosphere. In the year 2011 the Coca-Cola Company raised awareness towards the plight of polar bears by creating white coke cans for the markets with a five year commitment for the cause. The idea behind this change of appearance was to raise awareness about the climate change that was threatening the polar bears natural habitat. The cans were created in collaboration with WWF and generated for over \$2 million for the WWF to educate masses about the plight of polar bears and to create a sanctuary for the endangered species.

4 METHODOLOGY AND RESEARCH

This study aims to investigate the of level consumer awareness towards corporate responsibility reporting by using an internationally renowned Coca-Cola as a case company. The objective is to find out whether or not the consumers have any interest regarding the organizations' CR policies as it is topical issue in media. Nowadays there are an ever growing number of consumers ready to leap to the barricades and announce boycotts towards companies which allow misconduct to happen in their operations. However, it is uncertain do the consumers base their actions and decisions on actual knowledge of corporate responsibility or purely go with the flow caused by the media. The study brings great value by providing information about consumers' attitudes towards CR. The companies can use these findings in improving their CR policies and public relations.

Out of the two possible research methods the quantitative methods utilizes surveys, questionnaires, and polls to collect data and make objective measurements and numerical analysis. The quantitative research method uses numerical data to generalize findings across selected population. The quantitative research aims to determine whether or not the studied independent variable shares a relationship with the outcome or another variable in the selected sample, and as such the research method deals mainly with numbers, logic and the objective, focuses on logic, numbers, and unchanging static data and detailed, convergent reasoning rather than divergent reasoning. (USC Libraries 2014.) Quantitative data consists of all the data that that can be a product of all research strategies and these can range from simple counts such as the frequency of occurrences to more complex data such as test scores and prices and to be useful this data must be analysed and interpreted. (Saunders & Lewis & Thornhill, 2000, 326.) On a contrary to the quantitative methods, the qualitative research method seeks to investigate and answer to a certain set research question(s) and carefully tries to answer the question with the help of a predefined set of procedures while collecting evidence to support the hypothesis raised by the research problem and provide findings which were not previously determined and also produce a logic that can be applied outside the study perimeter (Family Health Nation 2012).

Qualitative research method consists of many alternative ways of gathering informative and reliable information; one of these is an unstructured interview that involves the

researcher to have a direct interaction with the respondent or group. The unstructured interview and the traditional structured interview have several key differences. Firstly, despite the research having some kind of initial set of questions to guide the conversations, there is no real structured protocol. Secondly, the interviewer has the ability and freedom to move the conversation to wanted direction of interest that arises during the interview. Unstructured interview is particularly useful when the interviewer wishes to explore the topic broadly; but there is always a down side for the lack of structure, as each interview usually is unique with no predetermined set of questions, it brings up the difficulty in analysing unstructured interview data, especially when synthesizing across respondents. (Research Methods Knowledge Base 2006.) Between the two aforementioned interview structures is a third one called semi-structured. This kind of interview base provides the researcher with similar kind of free movement as in unstructured interview-model, but adds the consistency which is found in structured interview-model. The three characteristics of the semi-structured interview are: 1) both interviewer and respondent participate in a formal interview, 2) 'interview guide' consisting of questions and topics to be discussed is developed and 3) the main idea is to follow the guide but interviewer has the right to wander a little bit from the topic if it's deemed necessary. (Robert Wood Johnson Foundation 2008.)

Because of the aforementioned reasons the quantitative method was ruled out due to its fundamental nature focusing more on statistical and numerical study of phenomenon, and qualitative method was chosen for implementation in the thesis as the focus point being on the information consisting of personal opinions. The qualitative method helps studying the variations of complex, human behaviour in context. The chosen method also enables the researchers to gather data outside the predefined set of procedures to answer the question while collecting evidence to support the hypothesis.

Interview

Face-to-face interviews were deemed as the most viable option due to reasons being the interest towards thoughts and opinions of an average consumer. As earlier stated a semi-structured interview is used as it involves direct interaction between the researcher and the respondent and allows for the interview situations to be more intimate and thus trust based. The questions were designed as open-ended granting both the interviewer to enquire more elaborately and for the interviewees to express themselves more freely. Conducting face-to-face interview allows the researchers to perform a dialogue with

interviewees providing the research with more in-depth understanding of the subject in question. The focus point is on the perspective of the everyday consumer on the corporate responsibility reporting and media image of the Coca-Cola Company. Obtaining information to answer these questions will be satisfied by executing a series of interviews to collect consumers' opinions on the corporate social responsibility reporting of the Coca-Cola Company. The material from the interviews was gathered by recording each interview and afterwards the recordings were transliterated and coded based on found opinions and themes.

4.1 Description of the interview process

A preliminary interview with a marketing professional was conducted in the early stage of the thesis process to form a better understanding of the subject and to choose the correct research method for the thesis. The main focus of the thesis began shifting and developing after the preliminary interview and after selecting the desired research method the interview structure was selected to be semi-structured in order to receive more versatile answers from the respondents. A short questionnaire was created to map out the respondents views and thoughts about Coca-Cola as a company in terms of marketing and corporate social responsibility. The interviews were conducted either face-to-face or via skype, depending on the interviewee.

A total of 20 respondents were randomly selected from Savonia's email list and Facebook groups of both Savonia and University of Eastern Finland. Interview consisted of 16 separate questions with topics ranging from basic knowledge of terminology to the visual advertisement focusing on the Coca-Cola Company. On average each interview lasted approximately 25 minutes. After the interview three (3) additional questions were sent to the interviewees to enquire if their purchasing habits or views about the purchasing process and Coca-Cola had changed.

4.2 Description of the questions

The interview was divided into four parts each with different themes. Three parts were present in the actual interview and last part was send to the interviewees after the interview. A cover letter (see Appendix 1) was provided to the interviewees at the beginning of the interview. The interviews began with short background information gathering info about the selected respondents stating their age, nationality and level of

education. The actual interview (see Appendix 2) began with a terminology quiz, where the interviewees were asked to explain if they had prior to the interview come across with two different terms and in their own words tell what these terms meant, and if there were any similarities or differences in their opinion. The terms used in this part were “corporate responsibility” and “sustainable development”. In addition to describing the terms the interviewees were also enquired if they knew any other term relating to these aforementioned themes.

The second part focused on the case company Coca-Cola and the interviewees were asked to briefly tell what they previously knew about the company, its history and reputation. After this the interviewees were asked to tell how well they would associate the Coca-Cola Company with the following four terms:

- Responsible
- Environmental friendly
- Sustainable development
- Economic

In the third part the interview focused on the advertisement. The respondents were shown three different advertisements, two of them being short promotional videos about Coca-Cola and the third one being a picture. The usage of advertisements was clear from the beginning as it was seen as best way to describe to the interviewees’ the CR goals the Coca-Cola Company supported. From the three carefully chosen advertisements representing the ideology behind the Coca-Cola; one telling story about ordinary people having fun with friends while enjoying leisurely Coca-Cola, and another presenting the viewer a short bulletin about the concern the company had towards the environment and third presenting concerns towards nature’s rich diversity.

After showing both videos and the picture one at the time, the interviewees were asked to describe in own words what they thought was conveyed in the ads and was the advertisement shown believable in their opinion. The aim was to seek out how the interviewees regarded the advertisements; if they felt they were realistic enough and if they brought any thoughts about the state of environment and Coca-Cola’s efforts for better tomorrow. The answers varied and showed the different perception with each respondent.

A few weeks after the preliminary interview three additional questions were sent to the interviewees via email. The questions enquired if the respondent's thoughts and views relating to the Coca-Cola and their own consumerism habits had changed or evolved after the interview. The questions were designed to seek more detailed answers to the aware consumer question.

The questions sent covered the following themes:

1. After the interview, did you go to find out more information on Coca-Cola?
2. After the interview, have you been more curious about origin of your consumed products?
3. Are you reading/viewing advertisement differently after the interview?

Advertisement 1

The first advertisement shown was a from the official Coca-Cola site promoting the new Diet Coke, in Finland known as Light Coke. The advertisement presents an airplane full of travellers and a young woman who crabs a Diet Coke from the air stewardess while at the back of the plane - and after taking a sip sees the plane transform from bleak mediocre commercial airline to a fully lighted club full of people having a good time while dancing and socializing with Diet Cokes in their hands. When the woman approaches a certain man that has caught her attention the plane suddenly returns to its normal state and the woman, seemingly amazed from the turn of events, decides to take another sip for the party to continue.

Advertisement 2

The second advertisement shown to the interviewees focused on the water stewardship and aimed to raising awareness towards the water issues by showing regular people thinking about their everyday choices when it comes to disposing leftover water or drying off an umbrella after walk in the rain. At the end of the video the Coca-Cola Company emphasizes of being aware of the importance of the water and the reality that drinkable water is very scarce element. For this reason the company has committed to purify and return the water they use in production stage and in their products back to the nature. The video uses social media and twitter tag #RespectWater to help the consumers to participate and find more information about the programs around the globe.

Advertisement 3

For third advertisement (see Appendix 4) a picture presenting two different Coca-Cola cans were presented to the interviewees; one was all white and the other was familiar red coloured can presenting a polar bear family, a mother with two (2) cubs walking on snow. The cans sold in States were designed to promote the polar bears and their diminishing living space and the collaboration between the Coca-Cola Company and WWF. The picture presented did not have any additional information about this collaboration, just the designs for the cans.

GRI report summary and social initiatives

In the final part of the interview the interviewees were asked had they heard about Global Reporting Initiatives and were shown a summary of the report (see Appendix 5). After telling about the social initiatives in which the Coca-Cola Company participates in, the interviewees' values were determined again by asking them if they were able to connect the message conveyed in the advertisements shown to them with the initiatives the company supports, and how well did they think the company had succeeded.

5 RESULT ANALYSIS

Firstly the topic discusses shortly the interviewee demographics. Secondly each interview question is analysed individually. Finally the three additional questions, send to the respondents after the interview, are analysed on their own as they act as reference junction to verify whether the respondents opinions have hanged or stayed the same. Not to stretch the thesis a humongous lengths, the answers have been categorized and the most detailed ones are provided as a quotation and if there has been other answers relating to same ideas they have been provided as main idea or key word quotation.

5.1 Demographics

Total of the twenty people were interviewed; of them eight were women and twelve men (Figure 13 below). The respondents' age was distributed between 22 - 42 years. Most of the respondents had the highest completed education that was either from high school/college or university. Ten of the respondents were currently studying and ten were working. To clarify the reading process of the responses the answers from the respondents are numbered between A1 - A20.

Gender distribution

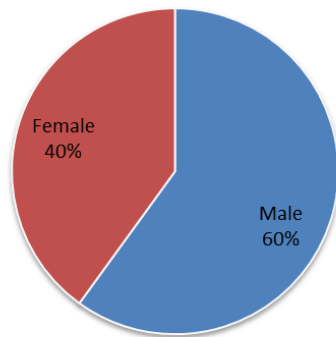


FIGURE 13 Gender distribution

The majority of the respondents were Finnish origin and seven were from other European countries (Figure 14 on the following page). For readers more interested of the interviewee profiles more information can be found in Appendix 3 where more detailed table is presented.

Nationality of respondents

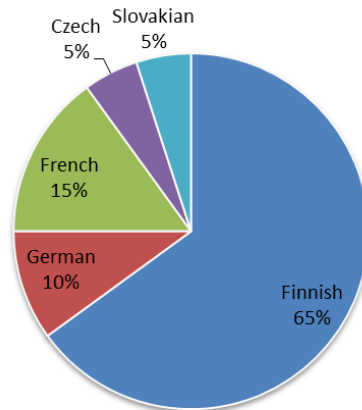


FIGURE 14 Nationality of respondents

NB. Readers should be aware that there are questions that are lacking answers from one or more respondent; this is due to the fact that not every respondent had answers to each question. For a hasty reader we have generated a small summary of the answers at the end of each section.

5.2 Aware consumer

When inquired the respondents whether or not they consider themselves to be an aware consumer, all of them replied in a rather similar way. Starting with A10 stating "Well I wouldn't exactly say so. In a way yes but, well it depends. I have read those product labels in shops and looked where the product comes from and what you put in your mouth but not in ethically for example so much think about because those products are very expensive and sometimes the quality is a little bit, Well it depends a lot on the situation. At least the consumer rights I know of". Also on the same path was A5 mentioning "Sometimes looking what I buy," with A6 adding "I go through the product labels and what I buy from the store". Some were being stricter like A7 saying "Usually I'm pretty strict with product labels," whereas A20 mentioned "In a way yes, depends on situation". Some referred more to life experience as A4 stated "Yes I am, but I would say that comes with age, not when I was younger," on the same page was also A13 affirming "I trust on my past experiences when choosing what I buy," with A14 concluding "Not while I was young, but as the years progressed I have noticed I have become more picky."

Six (6) of the respondents were more uncertain of their stands with A3 stating “In some cases yeah. Yes depends on the product. I would say,” with A2 also pondering “In a sense yes. I would consider quite aware about consumer rights and corporate things,” respondent A12 also belonged to this category saying “To a degree, yeah.” The respondent A19 had a clear measurement in mind “If measured by money, they no, but usually depends on the product”. A9 was also talking about measurable indicators “On some levels yea. I’m not maybe like so familiarized myself with everything in this like starting with all the levels of these product origin things but in a way quite aware yes,” but A8 concluded with his honest statement “Good question. Frankly in a sense but more I think it is probably the price-quality relation that decides that I don’t do any “green acts” if it costs more than can afford.”

From all the respondents, four (4) were not quite sure and provided rather short answers like A1 expressing “It depends,” and A11 blunting “It varies or it depends”. On the other hand A16 was being conditional “Maybe sometimes I think about the image but not so much” and A18 simply stated “I have not look in to this matter.”

Summary

To summarise the answers all of the respondents stated to be *aware consumers* but during further enquiry everyone had a different way of defining the term. Most of the respondents felt that the reading the product label was sufficient enough to make them considered as an aware consumer. The origin of the product was considered to be an important factor in their purchasing process. Respondents mentioned that the produces image was an influential factor. Ethical values were seen as virtues however price-quality –relation was the main argument for purchasing the product/service. The respondents told that they emphasized different features depending on the type of the product, be it defined whether as inferior, normal, or luxury good. Notable was that none of the respondents mentioned the products lifecycle that the main question discussed about, instead they focused on how they benefitted from the product itself rather than thought about the production cycle and how the product sells itself. The respondents did not have a clear habit of investigating companies’ backgrounds.

5.3 Terminology

Corporate responsibility

When inquired the respondents whether or not they are familiar with the term corporate responsibility, many of them thought it has something to do with companies actions. Starting with A1 telling “I think the corporate responsibility stands for the responsibilities the company takes towards its actions towards the society, environment and how it executes its actions as a company,” with A2 affirming “Corporate responsibility. I believe it stands for the corporates actions. Corporations have to take responsibility of its actions, whatever it does, in basically like that”. Also both A11 and A12 were talking about “Something to with business actions”.

Only three (3) of the respondents thought it to be something going beyond legislation with A3 stating “I would say that corporate responsibility is something that goes beyond the basic requirements that companies need to do not only take care of their employees, provide jobs but they also to do something extra. So it’s something that is not required of the, by law but is anyway good to do because everyone should be responsible for the environment and for their actions so I would say that it’s not a thing written in the law but it’s something that businesses should do for example try to diminish their what’s this coal imprint and the so things like this”. Also A13 affirming “Going beyond the law,” and A19 shortly concluding “More than what is legally required”.

A group of four (4) brought in to the picture also monetary aspect as A5 stated “Well maybe that the company has like responsibility of other things than just the business so that it has some sort of social responsibility at least. And at least these employers and this kind of things and also some sort of like and also environmentally responsibly and so on,” whereas A7 conditioned it as “Well. I get the idea that if in a way the company is making profit then it cannot simply outsource the risks to the society but it should try to also take responsibility for example in case of damaging the nature”. Both respondents A16 and A14 mentioned employer duties and responsibilities while A20 noted “If you have excess you should give it back”.

Three (3) respondents were somewhat uncertain like A8 said “Well I cannot say exactly I would know but maybe that something that the company has responsibility of its actions and how the effect the society and environment and things like that it brings to my mind,”

also A9 was being a little unsure “Well corporate responsibility, well in my opinion it means like environment, like responsibility for the environment and then like social responsibility. Well those two really come to my mind of it,” and A17 sharing their line of thought.

Four (4) were thinking about product safety and customer relations as A6 stated “Well maybe I would think of it like the company taking responsibility of its product or service what they are providing in sense that they will go through the chain. If there is a product then where it comes from, which parties have participated in manufacturing it and then that what if there is a problem or a flaw so then they will report it. They will act appropriately whatever the situation is and something maybe like this I would think it,” also A10 was thinking alike “Well it might relate to companies’ responsibility in how they treat their customers. How truthful they are in all the environment issues and process related issues. Maybe something like that a little bit like ‘good manners’ forces them to act responsibly and to consider acting like somewhat ethically and not making much damage to the environment or customers or so. Well, now there might have been something else mixed into this but this I how I remember it.” Also respondents A18 and A15 were sharing similar thoughts with “how they treat their customers” and “to ensure that the products are safe to use”.

Summary

To summarise the respondents’ thoughts all the interviewees had heard about the term and had some kind of understanding of it. The respondents defined the term as corporates responsibility over its actions firstly towards the environment, secondly towards customers, and thirdly towards the society. In addition to the three aforementioned issues the role of the company as an employer is obvious in the terms of the responsibilities related to the issues. Few of the respondents understood that the corporate responsibility refers to actions going beyond the legal requirements; it was stated that good business practises obligate companies to give back more than they take. Notable was that none mentioned the economic responsibility which the company has towards its owners and shareholders; only the dimensions of social and environmental responsibilities were discussed.

Sustainable development

When inquired the respondents whether or not they are familiar with the term sustainable development many of them thought it related to environment and resources starting with A1 mentioning “I think the sustainable development stands for more like environmental issues like that company whatever it does it has its raw materials, it takes care of the nature and its occupants,” and A5 saying “But so like take like the environment issues into consideration and like not quite like the company a little observes that they don’t like cut all the trees in the rainforest.” Also A11 and A14 were on same lines with “How they use their resources”. Respondent A10 had a flash of with “Hey, I just might have sided that thing. Well, let’s try. Well that, well it probably then some kind of obligation that not to use up all the natural resources or if now they use then make so that like reasonably so not just go on full throttle and then be all sad and depressed when there is no more those forests where to get the raw materials and so on. It is perhaps kinda like that anyone can participate by thinking what is doing and choices, that’s what I think”. Responses from A18 and A20 both emphasized “the versatile and variable use of the natural resources”.

Four (4) respondents were more concerned on the big picture as A2 saying “I think its larger issue. It is focused more on the whole picture about the future and you have to be sustainable, you cannot consume everything at once. You have to think about the long term issues,” with both A13 and A12 affirming this and A6 concluding “I have heard yes. It will then be more precise with that, especially with these choices in everywhere. Energy production and materials, where everything comes from and looks for the most eco-friendly alternatives if you could say that.”

Seven (7) of the respondents were thinking about the future and generations to come. A3 stated “Well I would say that pretty much related to the first term so it’s about the companies’ actions or the individuals’ actions to think about the future and the future lost the word now. Generations, generations to come so that we don’t use all the resources now and then responsibility for the generations to come,” with both A17 and A19 emphasizing “future generations”. A7 mentioned “Well. Should try to make products and consume like that not to strain the environment too much and like that in a way could think that we could keep on making the products also in the future without that the natural resources would dry out,” and A8 affirmed “Yeah I have heard. With it maybe, try

to make the resources to be available like also in the future for example in farming and everything else what humanity is doing so that we don't use up all of the resources," in addition also respondents A15 and A16 said "to think about the future."

One individual stood from the others with A9 replying "Oh no! This sustainable development reminds me that the when there is what they are called, fair trade products came to somehow in my mind. I cannot get anything into my mind. I cannot explain".

Summary

As a summary almost every respondent had heard the term and had some kind of understanding of it. The dominant theme on the responses was the long-term usage of the environmental resources. All the respondents were unanimous on the need to think about the future and act so that there will be something left for the future generations to use. Notable was that the respondents understood that everyone has the possibility to act according to these principles. In sustainable development consumers bought products from ethical businesses however the respondents stated in the beginning of the interview the price-quality –relation to be the crucial aspect in their buying habits.

Corporate responsibility vs. sustainable development

When inquired the respondents thought about corporate responsibility vs. sustainable development two (2) of them did not perceive any difference with A1 stating "That's a good question. I wouldn't say that they are that much different. They support one another," and A11 followed the same idea.

Majority of the respondents, accounting to nine (9), thought on a larger scale starting with A2 saying "Well, the difference I think is, responsibility, I would think it's more everyday matters. And sustainable development I think it's more, you don't think about the small things you think more about the big picture," and A5 following the idea "Well for me corporate responsibility is kinda larger or wider concept because it covers like other things besides these environment issues." A6 told "Well in my opinion sustainable development is especially that like finding materials and manufacturing practices which strain the environment as little as possible and by that it could like keep this globe liveable for a little longer when the human population is quite something. And then the corporate responsibility is, that it is whatever they basically like, It might not be exactly the same that there is environment responsibility in some extend, yea, but it is maybe a

little, it is not tied to that how the sustainable development is more that you take into account everything. I can't get the right words at the moment," and A7 concurred "Well basically everybody should involve in sustainable development like public authorities or like everyone. It is like everybody's common thing that maybe the corporate responsibility is for businesses". Furthermore respondents A16 and A15 felt that "you *should* consider all the aspects," whereas respondents A14, A20, and A12 stated that "we need to figure some things out if humans are going to live on this planet for generations to come".

Eight (8) of the respondents specified the difference to be business and private as A8 said "Well I would say that at least in my opinion sustainable development touches everyone as an individual and people can maybe affect it more. Corporate responsibility is more like that the consumer cannot affect so much what the corporates are doing," with A9 telling "Yes, in my opinion there should be something. Awful questions. Well, yeah. I don't know. Could it be that the sustainable development extends to more than just the companies?" with A18 and A13 following the thought and A3 affirming "Well the first being about corporate responsibility that would of course be about more about business life and businesses actions but sustainable development can also affect individuals not only business so everyone could develop sustainably." Respondent A10 was thinking more about co-operation by saying "Well that corporate responsibility might then be more for the companies and then the sustainable development is more like mutual interaction. I don't know is there any laws, perhaps there is. But I believe that people will choose the company if only they know is thinking also the future and is not an awful depriving moneybag and so on. This is hard. I know there is a difference but somehow I just cannot explain it at the moment," and respondents A17 and A19 unanimously argued that "the other relates more to corporates and the other to everybody".

Summary

As a summary corporate responsibility is perceived as more extensive than sustainable development because according to the respondents it covers more than just environmental issues. CR was strongly associated with business life whereas SD was associated with individual actions and societal issues. Figure 15, on the following page, illustrates the relations between the terms based on the responses.

Comparison of Corporate Responsibility and Sustainable Development

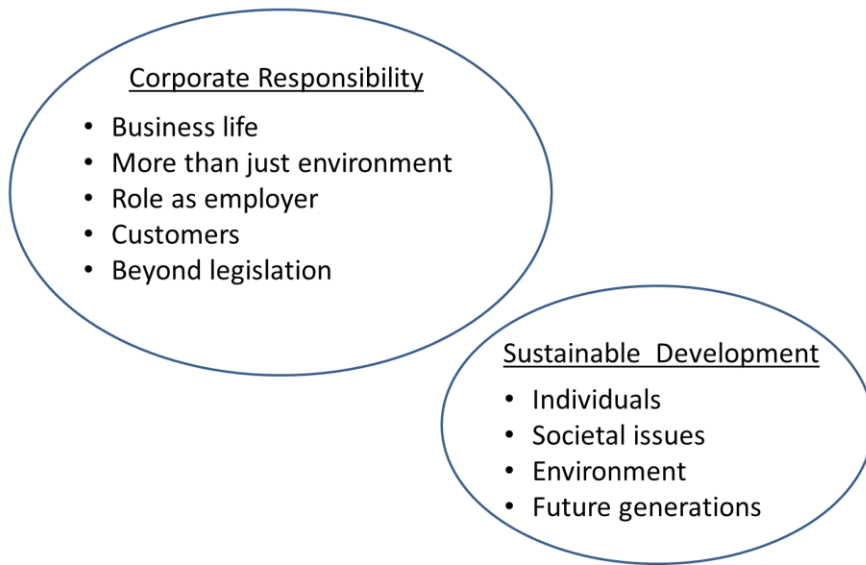


FIGURE 15 Illustration of respondents perceived differences between CR and SD

When asked if the respondents associated the previous themes with other expression, such terms as "green washing", "Talvivaara", "green", "environmental friendly", "ecological", and "fair trade" rose up. The respondents did not have any in-depth knowledge about the corporate responsibility or sustainable development related terms they had listed; instead it seemed that their opinion on the words relating to these themes rose from subject matters discussed in media.

5.4 Coca-Cola

Coca-Cola basics

When inquired the respondents were they familiar with Coca-Cola, all of the respondents acknowledged the company and associated the name with the famous drink and health concerns. Many of the respondents associated the Coca-Cola with colour red and with the distinctive logo like respondent A1 stated "I recognize the logo that's for sure and that it makes the black fizzy drink called Coca-Cola and also other drinks which are sprite, but it also makes bottled water, teas and coffee. And USA and has departments and factories around the world," with A12 and A17 thinking alike and respondent A2 concluded "I know it manufactures the famous drink called Coca-Cola. And I know that it owns some other brands. I think Fanta is one of the brands, maybe Sprite also. So, lot of

these lemonades or soft drinks, how you call them, relate to Coca-Cola and I think it's a multinational company. I think it operates in every country in the world actually." Respondent A5 was insightful when stating "Well, it is like this company producing variety of sugary drinks that. I have been thinking or many times thought that like more or less only like anyway sells these kind of sodas and spinoffs and maybe owns BonAqua and other's like these. But like then that its advertisements which Coca-Cola produces are like quite high-flown like friendship and togetherness and saving the world which might not be much related to the that actual product," and A9 continued "Well, it is manufacturing soft drinks or Coca-Cola. Worldwide. And, I have to think a little bit well they have extremely secret recipe and, and, and if I remember correctly from marketing they market like quite similarly everywhere. They don't alter their products much." Also respondents A11 and A14 recognized the drink and remembered that even though the drink was old in the USA, it still was quite new product in the Finnish markets, and wondered how the drink could be so popular despite some health concerns.

For two (2) of the respondents the company was an international success story that held only positive image in their minds with respondent A3 mentioning "They sell beverages worldwide for instance, they do a lot of campaigns also for a this corporates, sustainability to of course show their consumers they are, a good company but maybe also to their stakeholders and, I have a pretty positive image of Coca-Cola, I haven't heard anything too drastic or anything that would make me not want to buy it, Coca-Cola," respondent A19 concurred.

One (1) of the respondents associated the name strongly with Christmas because of the colour red and from the commercials and think about the ownership. Responded A4 spoke the following "Coca-Cola, I think it's a company that's there forever, at least as long as I've lived I know Coca-Cola so must be older than 42 years. This I know, then Santa Claus wearing red clothes because of Coca-Cola, this I know, it's a company, it's not only producing Coca-Cola there is also this Fanta and Sprite and I think in Germany they also own this BonAqua, I don't know if it also here in Finland. Yeah but is it also from the Coca-Cola Company, this I don't know if this is the same here in Finland, yeah so. Once in a while you are wondering if you check who is the owner or the producer of the product that comes out it's the Coca-Cola. So there is much than Coca-Cola behind Coca-Cola." Respondent A13 also wondered "how the company's functions and

operations had reached all around the world in such a short time, and how the name was well known everywhere”.

Two (2) of the respondents stated that Coca-Cola was trying to do good despite it's a bit controversial health image with A6 saying “Well I wouldn't now maybe as a company know a lot. That is founded long ago and drink has been refined over the years and heavily marked themselves and then maybe lastly what has caught my eye was that they were planning this kinda containers to be distributed in Africa region than there could collect water and internet and everything. I have a faint memory that I had read something somewhere, but so.” This was the main thought in respondent A15's mind with words like “recycling” and “poor countries” being thought off.

On a contrary to the earlier comment two (2) respondents felt that the company had more questionable reputation with A8 stating “Well it definitely might be one of the biggest companies in the world and like that. Well at least I have that image that it is like a bit arrogant company which invades the developing and other countries. That it sells its products there cheaply and advertises much and then the poor people can't afford for example clean water so then they buy the coke and get health problems. Involved in everything, starting with the media”. Respondent A19 was thinking among the same lines stating that the corporation usually seemed to disregard the fact that it might not have an overall positive affect on the country it was entering.

Like the respondents previously three (3) respondents remembered and were a bit worried about the health issues concerning Coca-Cola products with A10 clearly stating “Well how to say it. Well firstly comes to mind this drink, you can't avoid that, and then of course the red colour and logo. And at work the ‘salmarikossu’ for some reason perhaps from the colour. Not that I haven't made a lot of drinks that have for example coke in them. Well it might also be quite involved in the sport things which I think is pretty funny since it is a sugar bomb the drink. And there is like that it could be some kind of one of the reasons for diabetes and other illnesses so why would they sponsor some sports but maybe they want to clean they image or something. I don't know. Old drink which used to have cocaine was it a medicine back then and it might be invented in the states and perhaps the recipe is nowadays public, sorry this might go a little bit beside the point”. Respondents A18 and A20 expressed also their concern for the youngsters these days

being affected by the drink and “how easy it was for them to drink large quantities of the product without supervision”.

Two (2) respondents clearly admitted their lacking knowledge. Respondent A7 said “Well as a matter of fact in the end quite little. I mean I know that the brand is extremely valuable. American company. Could it be somewhat 100 years ago established or at least relatively old firm. But of like its operations I don’t know much about,” with respondent A16 stating the same lack of knowledge.

Summary

To summarize it was clear that all the respondents recognised the Coca-Cola Company more or less as a large and multinational soft-drink company and knew the brand. The company was known to be old and almost every respondent had some kind of knowledge of the origin of the famous drink; its use as a cough medicine or that it previously contained cocaine.

Mental image

When inquired the respondents what their mental image and would they associate the company with anything the responses varied. Some of the respondents had sided with this theme during earlier question but were happy to talk about the theme again in more elaborate way. It was clear that the name and the drink were everywhere as respondent A1 stated “Well first I associate Coca-Cola with some sports events and I like in sponsor in major Olympic events and somehow I associate it with nature also and unfortunately with McDonalds also. Because they have collaboration with them. On a side note I also associate it obesity,” with A2 concluding “Well mainly into my mind come all those YouTube videos where you have Coca-Cola and Menthos. And I think. Mainly I think it’s a black drink. Whenever you say Coca-Cola I think about the drink. The black drink you drink everywhere. You have it in all the restaurants, in every bar, it’s everywhere actually. That’s the black drink that comes to my mind.” In addition respondents A11 and A12 stated that they had seen the name or logo on so many places they were accustomed to the name and perhaps bit more receptive to the message.

Six (6) of the respondents still could only associate the name Coca-Cola with health issues and with respondents A3 and A13 stating nearly similarly “I have a good image of Coca-Cola. Even though it’s selling sugary products which are really not healthy

consumed in masses but they are anyway also less sugary products and they are doing work also which might not profit them monetarily but which anyway makes them feel like a good company,” and A6 plainly stating “Hyperactivity, sugar.” Both A7 and A15 said it to be “A kind of fresh drink which will destroy your teeth,” also A10 was following along the same lines by saying “Well I don’t know. No denying the good taste and one easily forgets what it does to the teeth and perhaps the liver is not very fond of the amount of sugar. Yeah it probably might give you something like diabetes if you are not careful.”

A few of the respondents wished for slice of the shareholder stack with A4 dreaming “*sigh* I would love to be a shareholder. Something, yes. It’s a global player, it’s, to my mind comes it’s like I think like the most popular Cola drink producer, like more than Pepsi. You ask Cola you first have Coca-Cola picture in mind. And I think this is so in 99% in people’s heads all over the world not only in Europe”. Also respondents A14 and A19 had similar thoughts about being somewhat benefitting from the company as it was so popular.

For two (2) of the respondents Christmas was the theme and respondent A5 mentioned “Well firstly just like these, these like Coke advertisements and the Coke that Christmas advertisement which has been around probably for my whole life where there is the Santa Claus driving around in the truck,” and respondent A20 was also among these lines of thoughts.

Four (4) of the respondents told that the name bought only the name and the image of the cold bottle to their minds with along the small historical details. Respondent A8 stated “Well, it brings to mind that how it’s probably developed somewhere in the 1800s. Pharmacist developed it somewhere; the story is somehow stuck in mind. Probably second thing is the logo and the red colour,” with A9 also remembering the roots of the brand. A17 and A18 were the ones that only could associate the name purely with “Coca-Cola bottle and red label”.

Summary

To summarize the answers, on one hand the respondents relate the word “Coca-Cola” with friendship, togetherness, saving the world, positivity, and sports but on the other hand it was related with hyperactivity, McDonald’s, and un-healthiness. Some of the

respondents told that they had recollection of the Christmas commercial in which the Santa Claus travels merrily in Coca-Cola truck convoy through the town.

Word association

When asked to associate the Coca-Cola Company with certain words the responses were in some way surprising.

Responsible

In this part the respondents were asked to tell if they could associate the Coca-Cola Company with word responsible. Majority of the respondents could not do the associating stating that they were either lacking proper information or had heard or seen reports telling about some misconducts.

Five (5) respondent felt the actual product to be the source of controversies, with A4 stating "Not really because yeah I think like nowadays they start but I think it's not only Coca-Cola, it's all these companies with this type of companies like this Coca-Cola with these soft drinks and lot of sugar and like the, I think the target group is mostly younger people than I am. So kids in the school age are like easy targets. And you can like yeah most of them are sugar addicts. Of course Coca-Cola has an easy game with them. Yeah I don't know. I, I lost the red line at the moment," respondent A14 had similar thoughts and respondent A5 concurred "Well no, not well. It is not, well because the actual product is not very responsible thing." Respondents A13 and A20 felt that the company perhaps tried to do something to show its responsibility but maybe it was more like stunt or some sort of marketing trick.

Two (2) of the respondents had very negative perspective about the company but could only explain it in couple of short sentences. A9 stated "Not at all. I don't feel at all that they, like or they, are like or, they have not given me an image that they were responsible," to this responded A17 added "They just seem so greedy and focused on making money rather than thinking about the repercussions of their actions."

Two (2) of respondents stated that their negative perception came from the facts that they had seen, as A10 explained "Well not quite like that. I have seen some pictures where there are piles and piles of Coke bottles laying in some developing country without being recycled. It is good that probably in many countries they do recycle and also in Finland it is good that you get some money back so it tempts to bring the bottles

to the shops. But I don't think that it would be super responsible as long as it is doing something that looks good. And the drink itself is not the healthiest one," with A18 working along the same lines.

Four (4) respondents felt that they could associate it positively with responsible operations. From these respondents A1 said "Well in a way I would associate it with responsible because the company wants to be a responsible company that looks good on the consumer eyes but I don't actually know how it wants to be responsible it says one but doesn't do it so," and respondent A6 added "Well the only thing that comes to mind so suddenly is the, that Cola-Cola has tried to launch, well it has been marketed as a green bottle, but okay, I'm not totally sure that what it is but it seems that bottle material was some kind of natural based product. And then the container project to Africa which sounds to me like they could be responsible but otherwise not". Also respondents A15 and A11 had heard about "recycling attempts", "new, less sugary products" and "new more environmentally friendly packages".

Five (5) respondents were not sure if they could see the company trying to be responsible or not with A2 stating "Well I know that Coca-Cola it promotes - There are lots of promotions going on, especially in sporting events and it has the new plant-bottle thing. And I think it's trying to make a statement that it's a responsible company but in my mind I don't remember any concrete actions from Coca-Cola on being responsible," and A7 concluding "I have no actual info that the Coca-Cola would have taken responsibility of anything, really. Well there might be this kind of image that it has done anything responsible but taken the cocaine out of the drink." Also respondents A12 and A16 were not able to tell if they had seen anything being responsibly done and could not tell either if they were aware of anything that might be seen as irresponsible. Respondent A8 and A19 both stated "Well, no, I wouldn't associate it much but that would be kinda neutral saying. I don't feel it's very responsible. Maybe if I had to choose then a little bit negative way, I would think. Well probably when it is that kind of large company that it probably is thinking about the profit than how ecological they are and how it affects the human health when they drink litres and litres of Coke and things." Interpreting these answers was somewhat hard.

Summary

To summarize majority of the respondents do not perceive the Coca-Cola Company as responsible business, the reasons being the respondent has not heard “good things” about the company or is not aware of any concrete benevolent actions. Some relate the actual product (fizzy sugary drink) with diabetes and other negative health issues. Some of the respondents have heard about certain charity campaigns but they feel that the company has resources to do things on a greater scale.

Environmental friendly

On the second part the respondents were asked to tell if they could describe the Coca-Cola Company as environmental friendly. Only a few of the respondents associated the company positively with environmental issues while majority of the respondents had a negative image about the theme. From the ones with positive image respondent A4 stated “Yes. As I told you the latest news I read about Coca-Cola was this re-use the bottles what they have. Which I think is a really, really good thing and I hope that you hear more of such things and maybe also like in Germany that they are recycling the Coca-Cola bottles so I think Germany there is not available any not-recyclable Coca-Cola bottle or a can. So all are you can give them return, this is one good thing. But on the other hand it’s a bad thing that everything is only available in nowadays - old days we had these really, really small glass bottles but the rest is only available in plastic bottle. I think we really have too much plastic on this world. So they maybe could rethink a little, think back to roots,” in addition A13 mentioned “Njet”.

Eight (8) respondents were clearly against the idea that the company could be in any way environmentally friendly or had very little to do with the word. Respondent A5 stated “Well, I wouldn’t really associate this either. Well maybe because it’s like kinda megacorporation so it doesn’t, or I mean like coke and all of those big, big companies, mega companies don’t give out an extremely environment friendly image. Firstly comes to mind that somewhere in Bangladesh there are some small children bottling the drinks,” with respondent A6 stating rather similarly “Well there isn’t much. I would not strongly associate this with Coca-Cola.” Respondents A9, A14, and A17 were having all similar thoughts: “I wouldn’t associate. I don’t get the environmental friendly feeling from Coca-Cola, No”. The respondents A15 and A18 both stated that the Internet was full of websites filled with information stating about the misgivings the company had done in

recent years and respondent A10 concluded with “Well, as I said that I don’t believe in it. Or course responsibility is on the consumers whether they litter or not but the bottles are not very environmentally friendly so I don’t think that the company itself is very green or anything. Perhaps they try but I have not heard anything.”

Four (4) respondents could not tell on honest opinion by appealing to lack of knowledge. Respondent A7 stated “Well it might also be same as previous that I don’t have any info that Coca-Cola would have acted environmentally friendly. Probably because the brand is so valuable they have done something cosmetic but I’m not certain,” and A8 concurred to this “Well, I really have no comment on that. I have no knowledge about it“. Respondents A16 and A19 could not also tell if they could give any concrete answer to the topic.

In four (4) cases the responses could have been categorized to either being positive or negative but in overall they were seen as rather neutral without clear statement. Respondent A1 stated “Well, as I understand Coca-Cola’s main ingredient it uses in its products is water. And it’s a major consumer of the water so I hope that the company is thinking about how they use water in a future because we all know water is a major issue the whole planet is going to encounter. So I don’t know - well they do recycle, that I know,” with A2 concurring “Well it’s a hot topic, I can admit that. But would I associate this with Coca-Cola? Well, I think about Coca-Cola’s own public image. I think it’s trying to make a statement that is environmental friendly but I have seen certain documents from third world countries or developing countries that in which especially these large soft drink manufacturers are taking the groundwater from the poor countries and the from the people who really need it and use it to make profits. So I don’t really - It’s a really - How would I say it? It’s bipolar. It’s rather - The image is rather bipolar. On one hand it is but on the other hand the other sources say it isn’t so, so I’m bit confused.” In addition respondents A11 and A12 stated that they had heard both positive things like “saving energy and water” and “recycling the bottles”.

Summary

To summarize majority of the respondents do not perceive the Coca-Cola Company as environmentally friendly due contradictory information they have received about the business. It transpired that people did not associate corporate giants with ethical values because they are perceived more as profit-maximising companies. Also, some of the

respondents had gained a negative image about the Coca-Cola Company which made them to condemn Coca-Cola's philanthropic actions as a merely cosmetic.

Sustainable development

On third part the respondents were asked to tell if they could associate the Coca-Cola Company with word sustainable development. Two (2) of the respondents had a positive opinion of the company and its actions, with A1 stating "Well I know every company, Coca-Cola as well wishes to continue actions. Well it's important for Coca-Cola to be able to continue its business so taking care of environment, environmental issues is important so they need to have a some sort of plan how to continue in the future, not to go and overuse the water resources or the raw materials they need for their cans or plastic bottles so they need to have sort of I don't know consistency plan - for the future," and respondent A11 added "They probably try to do something every day but we just see small portion of their actions."

Two (2) of the respondents felt like the company try to make an effort with A10 stating "Well I think that they try like many companies to bring new materials and then then water is important to them somehow. I don't know how they make the drink and where but I think that water is perhaps ingredient that they want to last in the future. It would be kinda bad to go bankrupt because of water," and respondent A20 concurred "I can see that they want to continue their business so preservation is going to be an issue for them at some point, so I think they are looking for solutions and preparing and maybe developing new production ways."

Six (6) respondents were unable to associate the company with sustainable development positively due to some personal issues or because of lack of the knowledge with A2 stating "Well, I personally associate sustainable development to be a governmental issue, so I wouldn't really, I think that companies are. I don't really associate sustainable development directly to companies since it's a more, in my opinion, governmental issue and the government should make the rules which the company should abide. So, so at the current stage I think it's. It's doing what has to do. So I think it's a - In that way it is, but I think it could do more with it. So a little bit I would say." Also A8 was not sure about sustainability being top matter for the company, "Not necessarily. They produce for example a lot of plastic garbage and cans and other things, and that they try to recycle them but they could do more for the cause," to this

A17 added “They only seem to take necessary actions to please the consumers.” Respondents A9, A12, and A18 clearly stated their opinion with “no”.

Six (6) respondents however could not tell if they felt any positive or negative feelings regarding the company and were a bit confused about the issue. Respondent A3 stated: “I don’t how this is with Coca-Cola I, I don’t know; I have a feeling that prop - I had this idea that how its, how it’s going. They have this syrup, is then delivered to the target country where the production is finished probably with the water they have their. So - because I never thought of this, this made me think about Coca-Cola in China and I don’t know if I would ever think it again. At least Coke. Yeah it’s so I would like to know, yeah because I have no idea how they, if they prove the water quality in the end-producing country. This would be interesting to know. Do they? Do you know?” Respondent A6 said “This goes in the same category as that maybe, well the bottle is an example of that the direction for the better but I wouldn’t kinda. I would not strongly associate“. A15 had a same thought and added that the actions where there but they came in too few. Each respondent A7, A16 and A19 nearly identically stated “Well, I would not greatly associate. I have used products from the company and I don’t think there have been any environmental themes in those products; maybe more something related to football and this kind of sport themes.”

Two (2) of the respondents were conflicted about their answer as A5 stated “Well, well, well, well, maybe it kinda, I don’t, at least for first when I heard this term sustainable development. I would not associate that much but I think they are perhaps trying to advertise themselves as kinda like environmental friendly and like support sustainable development but I would not associate them that much,” and respondent A14 felt also that he company itself gives conflicting image about its actions.

Summary

To summarize the respondents’ answers can be divided in to three categories, the categories being associate, non-associative and neutral. The associative group felt that the company was already doing much. The non-associative group thought that Coca-Cola has resources to do more than they are now doing. Neutral group wanted the Coca-Cola to tell more about their concrete actions, plans, and means. As the sustainable development term was previously associated with individuals and society the respondent felt little connection with Coca-Cola Company.

Economic

In the fourth and final part of the word association segment the respondents were asked to tell if they felt or could associate the Coca-Cola company with word economic. Five (5) of the answers saw the company's economic image as positive starting with A2 stating "Well, yes I think it's extremely successful company. In its in financial wise I think it's doing great. If I remember correctly the share price was over 40 dollars, so I think it's rather good, but it could do better," with responded A3 feeling similarly "The image what the media is showing would present that they are doing well, they have money to expand their product ranges and to all kinds of things, I would say that it is a good by what information I have." Also respondent A4 stated "Yeah I think probably they are the best, one of the best business in the world. I'm pretty sure. Yeah, because everyone knows Coca-Cola and like if they had these 500 brands also if you don't drink coke you drink another soft drink or water, even water is like produced or brand with a Coca-Cola company so - yeah I think they have a real good yeah." Respondents A13 and A19 each saw the company successful and saw that the company could possible do anything with the amount of money it had.

Six (6) of the respondents saw that as the company was successful it had money and thus good economic base; A5 and A14 responded similarly with "Well if you kind of think, they have money - a lot," and A7 and A16 added "Well yeah it has been quite successful." Both A8 and A17 saw the business idea ingenious by stating "Well, perhaps it is one of the best businesses on the world to make millions with sugar water."

For two (2) of the respondents it was clear that the company could be associated with word with A9 exclaiming "Well would I associate with Coca-Cola? Yeah! In a way kinda because it is a company so of course the economic side comes to mind and knowing it is a successful company," and A18 supporting with similar kind of idea.

Only three (3) of respondents were not completely sure about their answer as A10 said "So. Well it is a big company, so probably they have cash, but I'm not really sure. It probably is so. This is not really my thing," with A20 and A12 thinking that perhaps all the companies try to give better picture about how they are doing economically before it becomes for some reason impossible.

Four (4) of the respondents however felt that they could not be sure of their answers and stated that they did not see that they could associate the company with the word

economic. Responded A1 stated “It’s a huge company so I guess they have a good economic base. I understand and they have inclined to do good decisions. I haven’t familiarized myself with any economic issues associated with Coca-Cola. So I have to say I don’t know,” with A6 staying “No, I would probably not associate the word economic to Coca-Cola.” Also respondents A11 and A15 saw that they did not have enough information about the issue.

Summary

To summarize the responses, majority of the respondents felt that the Coca-Cola Company is a greatly successful company with a high amount of capital with few differing opinions. The business model is thought to be ingenious since they make billions of dollars by selling coloured sugary water. Majority of the respondents admitted that they saw the company have a strong economic base with few exceptions.

5.5 Advertising

The interviewees were asked through which media they have seen Coca-Cola’s advertisements, and here is a short presentation how the different media were distributed among the responses.

The distribution of media outlets in responses

TV	14	YouTube	5
Billboards	11	Facebook	5
Newspaper	7	Internet-TV	3
In stores	7	Twitter	3
Cinema	6	Radio	3
		In restaurants	2

All respondents stated that they had seen Coca-Cola advertisements in almost everywhere. Most often mentioned media were TV, billboards, various newspapers, stores and cinema. The type of advertisements respondents had seen varied from posters to flamboyant TV/cinema commercials.

Advertisement 1

The first advertisement was general advert about the Coca-Cola as a product asking them what they thought the message was in the advertisement and if they found it believable. Based on themes found in the answers describing the message of the commercial the responses are divided into five categories.

Three (3) respondents concentrated more on the party theme in the advertisement; A1 stating "Well I think that they wanted to say state that the Coca-Cola is a social drink and it can make people want to get together, have fun, party. Basically like it's fun but I don't know what it meant with that the plane were the. The woman drinks to Diet Coke turns from this bleak, dark plane crew to 'let's party, let's have fun!' one where there are cocktails and some odd people but I think it basically it was to convey that this is a fun drink. That's it acceptable to drink and have fun," also response from A5 shared similar kind of thoughts "Well the message was that Light Coke is so, so, so good that, that, how you say it, that it blows your mind because it is so good that the whole world changes to one big party world." The respondent A14 followed the line of thought with, "some kind of party world?"

Six (6) respondents found some similarities to alcohol advertisements or other narcotics; A2 telling "The first thing that it's social and at first you might be bored and then when you drink it everything gets so bright and you become happy and life smiles upon you and so on, but its funny thing that now that I'd watched this I thinks it's extremely similar with alcohol advertisements. I mean Budweiser or Upcider or anything. First, there is bit boring then they open the drink, drink it and then that the party start going and everyone is having fun, so I think it's - I thinks it's little confusing that it's so similar with alcohol advertisements." Respondent A10 thought that "Well this was quite absurd. I can't believe that in a plane something like that could happen, that a party starts when someone opens a can of Coke. A commercial about Upcider came to my mind where people are standing on a ceiling after opening their drinks. But maybe this is a kind of commercial where they want to tell that life is fun when you have Coke in your hand." Also A20 mentioned alcohol brands "Budweiser and A le coq," whereas respondent A4 thought more about narcotics "Everything is better when you drink coke. So you can also see it as the as the like they want to sell it to you like a drug: take this and you feel good. Liquid sunshine." Two other respondents A13 and A12 also talked about narcotics.

One theme that came about was luxury life as A3 mentioned “Well, I think that was about life tasting bright coke or like this. At first there was this mundane trip on the airplane then everything changed when the once you got the Coca-Cola it sort of made her life tastier in that way made it better I would say, more excited“, similarly respondent A7 was sharing the though “It was just kind of controversial message that kind tells that Coca-Cola relates to this kind of luxury lifestyle that in somewhere upper-class people have coke cans in their hands. Maybe it relates to this kind of thing that life would get better for a moment,” with A9 adding “Well somehow, when you drink Coca-Cola then your life is prettier or like, like this came to my mind at first, and it tastes just so good like luxury life or like it somehow is better than normal or you would say it.” Three others – A16, A18, and A19 – concurred to Coke being some kind of status symbol for luxury.

Two (2) respondents A8 and A17 felt that “Well they probably tried to tell that Diet-Coke is so good that you get high and start to imagine that life is better than what it actually is.”

Three (3) respondents did not find the advertisements in anyway stirring or rousing with A11 talking “Well this was kinda, maybe quite bland commercial, like there lot of these types of commercial and Coke has done similar ones and so. I remember how Zero came and the world transformed like this great place if you drank Zero. And then this comes to my mind that I don’t understand why it is in USA and Britain like Diet coke,” with A6 adding “About the video clip, well it was kind of typical Coke commercial in my opinion, so it did not convince me.” Also A15 concurred with the previous comments.

In addition to the first question, it was asked how convincing the respondents perceived the advertisement shown. The answers could be divided into four (4) categories with the first being a “plain no” as A3 stated “I mean of course in real life that doesn’t happen well gorgeous transform but maybe some people can get this experience from drinking the Coca-Cola, I personally haven’t yet but who knows. I don’t drink that coke so, maybe I should change.” Also A19 and A12 had similar kind of thoughts.

Three (3) respondents perceived the advertisement fake with A5 saying “Well I would not take this that believable, as it does not have any believable truth base, ”and A6 added an example “In my opinion this, like that Zero-commercial, seemed strongly fake so I did not kinda. It did not awe me.” Respondents A15 and A14 were also suspecting the truthfulness of the advert.

Five (5) respondents were somewhat in denial but left some room for improvement; A2 stated "It's plainly a soft drink. It might taste good but I don't know if I would associate just soft drink with such a party or anything. If it contained alcohol I would understand but as purely as a soft drink," and A4 shared the thought "For me not really. If they would put some rum in the coke, then we talk again." Respondents A13, A17, and A20 said "it would have been more believable with alcohol or something stronger."

Three (3) of the respondents found the advertisement somewhat unbelievable starting with A7 stating "I don't see this very believable. I did not quite understand what was the point in this that they wanted to tell to the viewers," with A8 agreeing "I found it quite unbelievable. It was very over the top and maybe it undermined some of the consumers." Additionally respondent A9 said "No, this didn't bring you feeling about that this is how it goes, I don't see this believable at all."

Others felt that the advertisement was targeted more the American consumers since they did not relate to the advert. A10 presented a thought "I didn't find it that believable, quite silly, but maybe Americans believe in this kind of stuff. I read somewhere that they still believe in commercials even though they are quite false, maybe it's easier to sell to stuff than to us. I think this was kind a dumb commercial, and very unbelievable," with A1 affirming "It was like, it was like - it was kind of funny but I don't know if that would convince me to buy the Diet Coke". Respondents A11, A16, and A18 pondered about the targeted market.

Summary

As a summary the advertisement was perceived funny but not believable because it was seen as exaggerating. Respondents found that they could not identify themselves with the advertised message as the advertisement was lacking realism. Advertisement was seen as fake and undermining the consumers' intelligence. Some respondents found the advertisement somewhat similar with alcohol commercials and others pondered to which market this advertisement was targeted.

Advertisement 2

The second advertisement focused more on the environmental issues with first question asked the respondents to describe in their own words what they thought was meant to

be conveyed with the advertisement. Despite the answers being varied they were distributed quite nicely into groups of four (4) respondents.

Four (4) of the respondents found the advertisement confusing or did not like it as A1 stated “Well, That’s funny. Okay. Well the importance of water, I was kinda surprised by that the video didn’t mention Coca-Cola till the end of the clip. But I was a bit confused about the applauding, who were they applauding for? Were they applauding for the water or the person looking for the video who is thinking about conserving the water? So this was a bit confusing but I get the importance that they, they have towards the water,” and respondents A11 and A13 were on same lines with A4 affirming “Yeah that the Coca-Cola Company takes care of the environment. Yeah but I don’t like the idea of, which I think very American. You celebrate yourself for something what should be normal. So that’s great.”

Four (4) of the respondents noted that the video focuses more on the everyday ways of conserving water starting with A2 stating “Well, I think that it promotes about conserving water and using water more wisely in every day issues. I mean it’s rather baffling that Coca-Cola was mentioned at the end of the video when in the beginning it was only about people not throwing the water in to a sink and by giving it to the plants. It could be,” and A3 continuing “Aa, it was about conserving water and ways which people may not have thought that their wasting water, for example the example with the umbrella she was put the water to the plant for maybe many won’t think about this but even with this there are small things you can conserve water and shouldn’t just throw away.” To continue the thought both A12 and A19 mentioned “that water protection is an important issue and the video brings it out nicely”.

Four (4) respondents did perceive the video neither positive nor negative. The respondents A15 and A18 did not mention anything significant whereas A6 declared “Well apparently Coca-Cola wants to bring up that they care for the environment and they want it so that their actions would not bring more environmental issues to the board, that they want the return something back or something,” with A9 concluding “Well maybe in this Coca-Cola was trying to tell that we should not waste water or how much we waste water and then hat they do everything so that their production process doesn’t waste water, so that they wouldn’t waste the worlds water supplies.”

Four (4) respondents questioned the genuineness as A7 stated “This was like, what I was talking about, cosmetic in a way. They want to tell that Coca-Cola is participating in something like this, that if you can’t do anything else you can in Twitter or in Instagram you can like about something. This goes to that category”. A8 had a bit harsher accusation “Well they probably tried to say that Coca-Cola is so responsible and recycles its water but maybe it mostly brings up the issue of greenwashing. In a way if that would have been just some general commercial where people are reminded that water is important and there isn’t much of it and so on, but how the company is in the end well it makes me wonder that maybe they just want to wash their hands of something.” In addition both A16 and A17 shared the idea of “superficial effort”.

Four (4) respondents shared the feeling the video was rather forced with A10 noting “Well this goes more to the environmental side I guess. Maybe Coca-Cola wants to tell that they too think about water and that it will last. And giving water for the plants and so on was kinda forced. Like, the water that goes down the drain returns back somehow to the nature and so on,” also A5 added “Well the message was perhaps that Coca-Cola is like this fancy or environmental friendly company that notices these water issues in their operations and they just wanted to bring this up during this water week,” with both A14 and A20 concurring.

The second question asked how believable the respondents felt the advertisement was. The answers could be divided into five (5) groups.

Four (4) respondents did not find the advert convincing and asked why they were not disclosing information about how they conserve the water in the manufacturing process. Starting with A9 saying “Only thing that came to my mind was how they do it there, and how, how normal people do it but like this kinda question rose up,” also A20 pondered alike. Additionally A18 and A10 thought about trade secrets, “Why didn’t they just put some production method in to this video? Or, oh well, maybe it’s a secret or something”.

Two (2) of the respondents found the advertisement convincing despite questioning the link to the industry; A2 declaring “Well, it was rather convincing, thing about everyday issues - like do you pour your bottled water into sink or to some plants or what do you do. But I don’t think. If you think this as a company image I don’t think it gives that much of an effort or something like that because it deal with everyday issues. I think it would be more convincing if they had filmed from the factories and made some sort of real

statements about what they are doing, not just what everybody can do at home. There wasn't anything on the industrial scale," and A15 questioned the rationality behind the video.

Four (4) respondents could not relate to the video at all. A8 explained, "This wasn't that believable on a long run. In the beginning it seemed like well done and believable but then somehow the message in the end was like what are they aiming for," with A4 mentioning "Because of that I wouldn't buy a bottle more of Coke. So okay, nice to know but yeah". Respondents A13 and A17 were also having similar thoughts stating that the video was "hypocrite" and "misleading".

Four (4) of the respondents found the video to be a bit more convincing than the previous one with A7 explaining "This was a bit more convincing than the previous one. They promised in this commercial that Coca-Cola returns to water it has used in a way back to the nature," and with A6 contemplating "In my opinion this was more meaningful than the earlier one because this like tries to bring up that the company actually cares about what they do. Well, there were pretty pictures and landscapes. Nice music, but maybe it kind." Both A14 and A5 stated that "It was more believable then than the one before if you compare this to that".

Five (5) of the respondents found the video very convincing in their opinion. Both A3 and A16 stated "I found it very convincing it had good examples, good graphics and of course the people applauded for the other people's good actions this was very nice." A1 added, "Found it rather convincing because it, it states and emphasizes the importance of water. Not just only for them but just to all, to everyone." Similarly A11 and A19 expressed that the video presented an honest image of the company policies.

Third question enquired if the respondents could associate the advertisement with Coca-Cola. The answers could be divided into three groups.

Six (6) respondents felt that the video had some kind of relation to various environmental organizations. A2 said, "Basically anyone could have done it no matter what. It doesn't have to be a company it can be association WWF or Greenpeace or anything about conserving the water and so on. So I didn't really associate it with Coca-Cola until the end which seemed a bit like clued on top of the whole message," with A8 affirming "To be honest this was quite a surprise. I was thinking that well, isn't this Coca-Cola's

commercial and I was thinking that it's some other kind of commercial from other environmental organization. So this didn't make any connections," and A9 concluding "Before it mentioned Coca-Cola I was thinking that this is some sort of environment protection thing, that I have not encountered this kind of commercial before and I wouldn't have connect this to Coca-Cola before they mentioned 'we at Coca-Cola'." Further each of respondents - A12, A14 and A17 - said something relating to environmental organizations.

Seven (7) respondents did not perceive the video associating with Coca-Cola at all with A3 stating "Before the Coca-Cola brand came at the end I didn't know that this would was somehow associated with Coca-Cola," with A5 mentioning "Well I wouldn't that if there wasn't that Coca-Cola logo in the end it could be from any company. Well, I must say that this was kinda over the top when you give some water drops to the indoor plant and everybody is like 'wool!', so it a bit awkward." In addition respondents A6, A13, A15, A18, and A19 mentioned not getting association with Coca-Cola but did not say anything specific either.

Answers from five (5) respondents did not present any theme by which they could be categorized. Both A7 and A16 stated "It would be hard to remember afterwards what the commercial what it was about". A4, A10, and A20 were talking about bad corporate image "I don't know, not at all. It's maybe because of this bad picture that built up about Coca-Cola like over many, many years".

Summary

As a summary almost all the respondents thought the video clip was some kind of advertisement relating to conservation of nature before showing the Coca-Cola logo in the end. Respondents found it theatrical and pompous that the people in the advertisement were applauded for committing natural and everyday actions. The advertisement presented ways for individuals to conserve water which made the respondents curious how the same is executed in the business side.

Advertisement 3

The third advertisement presented a picture with Coca-Cola cans bearing polar bears with first question asking what the respondents thought about the message behind the cans and second one enquiring how believable they found the advertisement. Four themes were found in the answers in which respondents described the advert.

Four (4) respondents concentrated on the cuteness factor of the polar bears presented on the cans beginning with A1 explaining “Well the first thing that comes to my mind is the word cold and then word polar bear. So I guess that they are in a way trying to raise awareness towards polar bears and get people to think because they have redesign their Coca-Cola can o be white instead of red and they have this this this Coca-Cola family, the mother with two cubs walking in the can on the picture,” and A2 affirming “At the first glance I just see two cans of Coca-Cola with some cute polar bears on it. I don’t, well if I remember from my childhood I know that there have been Coca-Cola and polar bears, Coca-Cola and winter, so I only associate it that it’s cold and refreshing drink and that polar bear just give some cuteness factor to it. I think that it’s a nice picture, new design for the cans or something like that.” In addition respondents A11 and A12 spoke about how cute and cuddly the polar bears were.

Six (6) respondents associated the picture with regular and light/diet versions of the drink. A4 voiced “It’s very refreshing and of course the red and the white one as everyone know it’s a light version and the red is the normal one. That, what they said, what is it. They put in to your head over the years. Like the silver one is the light one and the red one is normal one. Yeah and the icebears is refreshing but like pretty sure it should tell me something that they again care for the environment, it doesn’t at least not working in my case,” with A6 sharing the thought “Well right at first I notice that one is Light Coke and another is just plain regular one and then - I don’t know. Is it trying to bring out the issue that polar bears need to be remembered or is could this relate to the Christmas campaign in a way.” A10 continued, “Yay, polar bears. Hey, I remember these maybe. At least when I was in the States a long time ago there were these polar bears there before Christmas. But are these something related to Christmas, don’t they have like Santa already? At least they have that commercial, right? But it’s cute. Is that like Light on regular Cokes? That white one is really chilly and that family is nice, but what is it for?” Respondents A13, A15, and A20 indicated similar thoughts.

Four (4) respondents suggested that maybe the advertisement had something to do with the environment with A5 noting “Well message, firstly it kinda thinks that the message is some sort of environmental message there clearly is, because there is so cute polar bears. Polar bears are usually used when wanting to focus attention to the melting of the glaciers or that soon there will not be any polar bears because all the ice has melted. But I don’t know how those are related to this so perhaps the message is left a little blurred,” and A3 accompanying “For the one on the left the polar bears are sort of integrated into this snow and also to this sky, so I would say that would be more environmentally friendly so it looks like there is also more snow and that the climates for the polar bears is better than on the one on the right because it’s red destroying that, the snow is leaving from the polar bears environment so they are not doing so well so conclusion to that is more conscious more environmentally friendly.” Similarly A17 and A19 expressed confusion whether or not the message related to the environment.

Six (6) respondents had an immediate reaction that the cans stood for extremely cold and refreshing drink with A7 arguing “Well I guess it presents coolness and freshens and then maybe this kind something related to environmental themes. Like, now that the polar bears have been on the media and also Arctic,” and A8 echoing “Well, it has polar bears on it so either it tells that Coke is as cold as North pole or that they are somehow responsible and try to affect somehow to this climate change,” whereas A9 mentioned “For me this brings firstly this, that it’s a cold drink. Well, like where do those polar bears like, like on North pole, like it makes me think like are they trying to send e message or something, but mostly it bring ice, ice fields to mind,” with A14, A16, and A18 concurring.

Upon on inquiring how believable the respondents found the advertisement to be, respondent A1 was curious as to why these animals have been chosen to be presented in the cans by stating “Well I think it’s cute first of all but I, it’s also makes me think why are there, why are they choosing to redesign the can and why are the polar bears there and truly I want to know more about this can and why are they. Why have the chosen this animal to be presented there”.

Four (4) of the respondents found the advertisement cute but were unsure about layout of the cans. A2 and A11 similarly voiced “Well, I think is a - especially the white one, the white can it tells me. I get the impression that it’s cooler than the red one but otherwise I don’t know. It’s a cute, just a new design. Interesting bit I don’t really know what they are

trying to convey with it,” with A4 saying “It’s cute. Yeah, maybe, I have to admit when I would go shopping with my niece and nephew they would awe it, so could I would buy it. Probably yes but not like normal. Not for myself,” and A13 concurring.

Two (2) of the answers left the researchers wondering about the meaning of the response with A3 declaring “Well now seeing these two and comparing, it’s really much more convincing the one on the left so it was the white background and it’s showing that or convincing more the Coca-Cola is environment actually conscious than the one on the right,” and A19 affirming “Well I would think so yeah, but I don’t know.”

Four (4) of the respondents saw just cans and bears without any special meaning other than layout-wise. A15 and A18 presented the idea of cans being just cans and polar being just a nice decoration. A6 remarked “I don’t know what I should think about this really. Nice bears. I don’t know is this how believable. As an idea it’s quite funny but I cannot connect this actually to anything, it just polar bear and coke bottle,” with A9 following “Well, I don’t know if they are trying to point at something like environmental responsibility then no, it does not say anything. I don’t believe in a way that like, they look just cans with polar bears slapped on them.”

Six (6) respondents combined the picture with a feeling that there might be some charity related actions behind it. A7 remarked “In a way yes, it is believable. Of course it’s hard to say if that is just some graphic decoration and does it really matter or is there some idea behind it,” also A8 stated “Well, this does not convince me either. Yeah, sure, they are pretty cans but perhaps if there, I don’t know what’s on the backside, if there read something like ‘we will give X amount of money to protect polar bears’ then it would be a bit better”. Respondents A16, A17, and A20 felt alike but were lacking information with A10 concurring “Well, well. Well it is nice, but I don’t know what’s behind all this. Is there some kind of message relating to the polar bears, something to do with public knowledge or preservation? I don’t know are these kind of commercials in Finland. Is this some kind of charity thing? There isn’t much information, to be honest.”

Two (2) respondents, A5 and A14, were probably on a bit more humorous state of mind when associating the picture with mass destruction of the polar bear by saying “Well not very convincing. That reminds me, especially the red, where there is that red can on the right that reminds me of blood or something like that. Some sort of mass destruction of the polar bears. But it looks kinda nice; they are quite cute polar bears, no denying that.”

Summary

Summarizing the most of the respondents thought that the polar bears were adorable and cute. The colours presented (red and white) were associated with regular Coca-Cola and Light Coca-Cola drinks. Polar bears made the respondents think that the drink inside the can is extremely cold and refreshing. Also the respondents pondered whether there is some kind of environmental message behind the can; the question for them seemed to be if the colouring of the cans had any relation to the global warming and mass destruction of polar bears - this was based on the suggestion that white equalled more snow and thus better living conditions for the polar bears and red suggested less snow and thus indicated the theme to be more about mass murder and poor living conditions.

5.6 GRI

When inquired whether or not respondents recognized the Global Reporting Initiative or its abbreviation GRI, everybody said purely “no”. After this the Coca-Cola’s sustainability summary was provided to them and asked have they ever seen this kind of document.

Six (6) respondents thought it to be somewhat familiar with A3 stating “Something like this but not this GRI,” and A7 telling “Somewhere, but I don’t remember, Looks familiar,” and A19 “Aa yes, maybe I this water stewardship part but the packaging, energy, climate about the agriculture they seem familiar, yes,” and with A10 also mentioning “Well I can’t say that I have seen. Somewhere has been something similar, maybe in some shops or something. Some kind of manufacturing process chart but I don’t remember whether it was something quite like this.” Also respondents A11, A12, and A14 mentioned that “resembles something, but I’m not sure”.

Four (4) respondents had clear opinion on the subject as A6 stated “I don’t remember seeing,” and A9 saying “Well, no. I don’t. Not that I remember.” The respondents A17 and A15 also expressed that they “have no idea about this”.

Three (3) respondents had some recollection of the document but no connection to the company in question. A8 said “Well, not from Coca-Cola I have but during some courses in school I might have seen some pictures where companies are trying to be more ecologic,” with A7 adding “No, I haven’t seen this kind of things from Coca-Cola.”

Respondents A16 and A20 stated that they did not feel familiar with the shown document.

When asked about what their first impression on the document was four (4) respondents found the document confusing and overstuffed. A1 stated that “I have not actually ever countered anything like this and to say it’s a bit confusing to read. It has a lot of numbers and statement and this doesn’t open up to me as a regular consumer,” with A2 following the same thought “It doesn’t really say anything it’s an extremely complex, there’s lot of information saying this saying that and so on. Many things are going on but it’s still a bit confusing. It has a bold statements and goals but, And always they are mentioning some partner: They are partners with this and this organization and they are in partnership with this and they are basically supporting some other associates, organizations, whatever in doing the work but they are not real. Themselves they are only concerned about their own issues there. They say that they want to conserve water so they have water stewardships, so they are helping some developing countries or something with their water issues but they haven’t. They aren’t speaking anything about these modern countries, these industrialized countries or so on, they’re always saying something about the developing counties where the issues are more clear, more easily. Where there isn’t. I get the picture that they are, that in industrialized countries they are just leaving the issues for the governments and other organizations where they think that they don’t need to think about it.” Both respondents A11 and A12 shared the idea of the document causing more confusion than enlightenment.

Five (5) respondents the visual layout of the document was the factor they discussed the most with A3 stating “Well glancing fast it has a lot of small pecks and the numbers or the percentages are of course highlighted but unless you read this small print next to it it’s not really clear what’s presenting this number. But there’s used a lot green and orange And yellow which are associated with healthy living and yeah these are my primary thoughts,” and A5 saying “Well the first impression is that oh wow there is a lot of numbers and great and big goals and now Coca-Cola will become the most environmentally friendly company in the world.” A10 talked “Well a lot of small print and big numbers. These you can see somewhere like the webpages of WWF and some kind of summary of something I think. There might be telling somehow that what the company is doing. I noticed that there are no sales figures,” and A14 mentioned “I don’t know that perhaps this is like firstly is mentioned those water and energy and so on and it has

bright colours, there is green and blue.” Also respondent A19 was on the same page with the previous responses.

Four (4) of the respondents noticed the document to focus on more positive rather than on the negative aspects. A6 stated “For me this tries to tell how Coca-Cola tries to act according to sustainable development principles. To use coolers that don’t have HFT-substances and using new kind of bottles and help recycle bottles by delivering those containers so that people can more easily recycle the bottles and also this that support the community with growing the sugarcane. That is all that comes mind so suddenly and jumps out”. However, A8 mentioned “Well the first impression is that there is a great amount of information which naturally is about positive things. So they don’t appear to mention the things that are not doing so well and what they could still tell is what they have flunked but instead they are saying that look how much good we are doing for the world”. In addition respondents A15 and A9 stated almost unanimously “That something like, now that is environmentally friendly”.

Two (2) respondents questioned the authenticity of the document with A4 criticizing “Yeah, then it’s a question of is it just a marketing tool again. They are so good, let’s buy Coca-Cola. Is it something they really care about, that would be interesting? And I think it should be more promoted. So there should be more like making advertisement of this or something. So that would be a good thing”. Respondent A13 shared this thought.

Summary

To summarize the answers varied. Few of the respondents recognized that they had seen this similar kind of report somewhere else. All the respondents found the GRI report extremely colourful, filled with numbers and statements, but also somewhat confusing. The respondents found the report missing a clear logical structure which made it in the respondents’ opinion hard to comprehend. The vast amount of information and the layout of the report caused a great deal of perplexity amongst the respondents, and to understand the message behind the report the reader had to immerse themselves in to fully comprehend the report. The GRI report contained only positive facts and plans for the future; this made the respondents ponder what the current state of affairs with Coca-Cola is and how they are planning to achieve these goals. Majority contemplated whether the company is genuinely dedicated to achieving these objectives or is this

purely a marketing gimmick because they are voluntarily nominated goals and there is no legal obligation to abide to them.

5.7 Coca-Cola Company's social initiatives

The respondents were asked if they had heard about the Coca-Cola Company's social initiatives previously. Nine (9) respondents were familiar with the initiatives with A1 stating "Well there is one I that have heard of and it's the, protection of the environment. I don't know if that's a correct one but they want to make sure that the current environment we have is the one that we are going to hopefully be able to left for the future generations taking care of". Some of the respondents had heard about one or two of the projects as they stated but had not previously associated it with social initiatives. Respondents A3 and A11 both stated "The stewardship part was new but the water was familiar," and A19 concluded "Well in for example in commercials where they show that they are saving water or then also in articles from the world health organisation talking about how important it is to conserve water and to recycle water, in these kind of contexts." Respondent A6 said "It might be that I have read or heard something but I can't remember so suddenly that there had been anything so noticeable or memorable which would have made me think what it is about," also A8, A15 and A17, admitted "Well, I might have heard but I can't name any at the moment".

Eleven respondents had not come into contact with the social initiatives or could not remember if they had encountered information about these projects. Respondent A2 clearly stated "Well not really. The only that I know of is the water, I think. But nothing else is coming to my mind. I have to think about what I know about Coca-Cola". Respondents A4, A12, and A13 all had short answer "No". Some of the respondents were uncertain with both A5 and A14 stating "Well, I haven't like actually like studied these things related to Coke and its goals even some of the advertisements are about those but then they are quite general level issues so there is no precise facts". Also respondents could not place that they had heard anything like A12 stated "Nothing comes to mind," or like both respondents A7 and A16 stated "I have never really heard what they mention in that". And some had never heard about the initiatives before the interview, this surfaced from both A9 and A18's replies "Well, no. I have not heard before this interview".

Two (2) respondents were unsure if they had encountered any information about the initiatives. A10 stated “Well, I’m not really sure. Could those sports things be something like making the kids and adults exercise more so that not every customer would die from sugar overdose,” and A20 said that it felt like sports events were perhaps some way of participating in the charity by sponsoring the event and so forth.

Summary

To summarize approximately half of the respondents stated that they remembered of either hearing or seeing similar kind of initiatives shown in GRI report, but could not define when and where.

5.8 Message of the advertisements

After revealing the intended message behind each of the marketing pieces some respondents wanted more information included to the advertisements with A1 stating “Well I think the water one was quite clear and, it hasn’t, it doesn’t have to be a Coca-Cola advertisement to make the statement clear but it’s good that Coca-Cola is thinking like the other companies about the water but the second one, the cans were, Well the pictures and the redesign was a good thing. So I as a consumer would maybe go to the Coca-Cola site and try to look for their commitment towards the polar bears but they could have written something on the picture or maybe to the can maybe a website address or something to make it more easier to access the information and for the people to know if this serves some kind of donation they are going to make or if they want the people to make a donation so that was something all in all I guess they were good at conveying the message,” with A2 talking “Well, I think that the second video clip about the water stewardship. The message was clear what they were talking about but the connection to the actual company was left a bit frail I think. And the third one, one with the polar bear cans I didn’t associate it with anything about the endangered species or something like that because there weren’t any mentions, If they had for example but WWF there, about the species protection organization or something like that, that I might have associated with it and it might have raised more interest towards it and think about how they want to protect the environment I have to say that the first clip where there was this woman in airplane I think it doesn’t really protect climate that you are flying a plane.” Also A8 mentioned “Well, perhaps on just a quick view it might not give the message that Coca-Cola has same grand projects behind it. Of course when somebody sees that kind

of ad where there might be like a link and goes to read more about it then maybe it would be clearer. You can't put much information on an advertisement like that anyway. So, maybe if they made a little bit less artificial then it might be more believable. Then it would be more about raising awareness than just fishing votes and sympathies". In addition three (3) respondents A13, A19, and A20 concurred by saying "too little information" or "could be more informative".

Three (3) respondents were concentrating more on the cuteness of the polar bears like A4 said "Just in the case of this picture, the last one. Not very well. I think. It just like I don't know. And also I have to say there is this Coca-Cola icebear, it's also there for years. Because I know that we had once a Coca-Cola party in this bar I was working and from this day on I have a Coca-Cola icebear at home. So I have one, a real one this size. Yeah and this day no one was talking about these icebears because. They are gonna die one day," and A6 told "Well, that second video was kinda clear, what they wanted from it, it also told what they are planning to do. And on the other hand this picture with the cans, it would need something to back it up so that people would get a clear message what they are trying to tell with it. Nowadays people easily think that polar bears are endangered and this might be linked to it but it should be said in two ways like that there would be a video and maybe the can could be somewhere on the streets." In addition both respondents A15 and A17 were amazed by the "cute little polar bears and its cubs".

Four (4) respondents were empathizing the success rate of the advertisements with A5 stating "Well that water ad was the only one where they brought it like decently out that we are doing these kind of things so that the world would become a better place. But then as an example the, those polar bear cans they were just like, here are some polar bears on a can. So maybe if there is some text on the other side of it or something but I don't think that many is going to read it. Well the first one was clearly nothing relating to this. So not very high success rate," and A9 telling "Well firstly the cans so because I haven't heard anything about this earlier that they have this so I wouldn't even dream about that they were protecting the endangered species or anything. In my opinion the message was not clearly conveyed to me in a way it should have." The respondents A12 and A16 shared this viewpoint.

Three (3) respondents focused more on categorizing the advertisements with A7 talking “In my opinion they clearly went into those categories. It might be just like a plain fictional advertisement, no responsibility issues at all. Then the second one was only about the responsibility. The third one was perhaps a bit more vague since there was no text or additional info. I’m not sure if the back of the can had something about the polar bears but then it is not clearly visible. Maybe the consumer might not pay attention to it then,” and A10 telling “Well yeah. That first one was clearly a promotional video and pretty much boosting the image and so on. But that second one was kinda deep in overall. Although the video doesn’t mention Coca-Cola at all in the beginning or that they are thinking these kind of things. That picture was kind of nice, yeah. But perhaps there should have been some text to it. It wasn’t a complete 360 picture though. They probably are on a good cause if there is polar bear. If they made the people search for what animal is on the can and then find out that the polar bears are disappearing species.” Furthermore respondents A11 and A14 followed this analytical mind-set.

Only two (2) respondents thought the advertisements to be great like A3 and A18 praising “Well now that I know of. It’s really ingenious I would say to, just said in in the picture with a big story behind or that big message and in my opinion they succeeded well”.

Summary

To summarize the answers, the reactions differed from interviewee to interviewee. Almost all the respondents agreed that they found the advertisements pleasant but thought that conveying the actual message was lacking. Respondents gave weight to the third advertisement which was the polar bear Coca-Cola cans. Couple of respondents was excited and praised the advertisement, although during the viewing moment similar reaction was not present. Respondents stated that the advertisement could be more informative and associable to the matter at hand and the company acting on the background. Notable was that that respondents’ conception and attitude seemed to affect the way he/she interpreted or reacted to the advertisements.

5.9 Additional questions

A total number of 16 from 20 interviewees answered to the three additional questions sent via email couple weeks after the initial interview. The questions were designed to

give an insight to the interviewee's buying habits. The results are presented in a "Yes No" –table with comments some of the respondents had made in their answers.

After the interview, did you go to find out more information on Coca-Cola?

Yes	4	No	12
"I have visited the company website"		"Something was left lurking in my mind"	
		"I have thought about it"	

After the interview, have you been more curious about origin of your consumed products?

Yes	6	No	10
"I have been somewhat more curious"		"Same as always"	
"A little bit"		"Already have been so no"	
		"As earlier"	
		"As always"	

Are you reading/viewing advertisement differently after the interview?

Yes	7	No	9
"More critically"		"As sceptic as always"	
"Maybe a bit more aware"		"Had enough of analysing in school and work"	
"Perhaps I think about them a little more"		"I already carefully follow the advertising"	

To summarize the responses; consensus among the respondents was that majority felt that they had no need to read more thoroughly the product labels or seek more informative data about the products if they did not feel it would benefit them in any way. Some of the respondents previously admitting to read the product labels told that they had not given any more thought to the process or the origin or details concerning the products. However, some of the respondents admitted that they had become a bit more sceptical towards the advertisements and invested more time in choosing more safer and domestic products; so all in all the interview had shaped their buying habits ever so slightly.

6 CONCLUSION

The purpose of the thesis was to study how the executed corporate responsibility policies affect the consumers' image of the company. A great emphasis was placed on media and, especially, on the advertisements. Focus was on how well the consumers understood the basic terminology of the corporate responsibility and what kind of ideology it holds. To produce a coherent set of data, it was decided to use Coca-Cola as a case company. An interview, constructed using the theoretical framework drawn from literacy review and the Coca-Cola's company profile as basis, was used to collect the consumers' opinions.

The study can be deemed reliable due that the theory has been constructed of current academic bibliography and articles. While the research discusses the basic theory based on the academically studied phenomenon, and utilizes opinions from scholars in the field, and considers the recorded interviews and gathered data used in the analysis, it is clear that both parts support the reliability of the study and the results. As the sample was relatively small it does not support generalisation, but findings can still offer a direction for further studies.

Corporate responsibility is topical issue which raises great debate in media and mixed feelings among the people. Companies have made considerable efforts in developing the practises related to corporate responsibility, in order to operate in accordance with principles of the sustainable development. With the passage of time consumers have become more aware and started to demand more from the companies. In consequence the companies have had to - in addition to the responsible business activities - began to communicate their actions to the consumers more actively.

In general the consumers support the sustainability principles but they tend to be lulled into circumstance where they believe somebody else is doing all the ethical choices which compensate the respondent omitting to do so themselves. The interview revealed that people tend to think themselves to be aware and active in their conscious consumerism on the basis that they read/look about the products they buy. Many supported the idea that companies should be responsible in their activities affecting the people and planet, and were in favour of sustainable development. The interviewees stated that in sustainable development consumers buy products from responsible companies. This creates an interesting situation: the respondents supported the idea in

principle but acted out differently. Naturally people have certain limitations e.g. monetary ones, prohibiting them to purchase products from more responsible companies and many of the respondents stated that they were too inactive to differentiate the ethical products from the unethical ones. Despite the product cost consumers are willing to switch to a more ethical product, provided the price does not exceed the personal appraisal.

The consumers are heavily affected by the information media provides. This bombardment of infomercials, advertisements, and bulletins can lead to the alteration of the consumers purchasing behaviour on a day-to-day basis. Naturally, people have a free will to make their own decisions but as the interviews suggested, many mentioned that they had a certain image build-up over the years - which affected their buying decisions. This was clear in the case of Coca-Cola: people suspected that the initiatives and campaigns of the company are merely cosmetic or marketing gimmick, as they seemed to have previous knowledge about the company's mishaps and sometimes rather coarse marketing behaviour.

The companies invest a great amount of assets into marketing, and can sometimes use very flamboyant advertising which leans heavily on creating extremely positive mental images for the consumer. During the interview it became clear that consumers can have mixed feelings for these kinds of advertisements. From aesthetical point of view they can be considered entertaining and in some times amusing, but almost every respondent was pondering the real message behind the advertisements. The respondents wished that the advertisement could have been more informative with clear message attached to the advertisements. They recognized the limitations each media has, but as in many cases, even a simple website address or name of the campaign could give enough information.

The findings suggest that consumers support companies which are transparent and honest about their aims but they do not always necessarily interpret or fully comprehend the visions presented by the marketing professionals, which is why every company should place a great emphasis on marketing and conveying clear and accurate information to consumers in order to avoid misconceptions and false interpretations. If a negative image is allowed to build-up in consumers' mind, it will take great efforts to correct this. The company could benefit from integrating the corporate responsibility

values as part of business functions because in that case they would not require auxiliary resources for executing the CR. A positive company image can be created by having a precise marketing strategy, communicating to the consumers with clear advertisements, and being open about business operations. Naturally, there are trade secrets and etc. confidential information, but businesses must remember to have open communication lines to the public authorities, other operators and especially to the consumers.

7 DISCUSSION

While looking back at the thesis process we feel prideful of what we have accomplished. We enjoyed using the qualitative method and analysing the data was interesting and fruitful. We believe that our analysis has been done academically and objectively. However, we wish that we could have been able to create the section, containing the analysis and quotes from the interview, to be more reader friendly and eloquent; especially the parts containing direct quotes. The overall work related to this study proved to be extremely demanding but also immensely rewarding. The amount of available data was tremendous and we were quite surprised by the amount of work it took to sort out the company profile, never mind the theoretical framework. We are glad that our work was able to answer the research questions which fuelled the study.

The thesis was implemented as a pair work since both of us were interested in the corporate responsibility issues. We have worked as a pair in numerous school projects so we were familiar with each other and knew that our working styles would support one another. Pair work also allows the subject to be studied in greater depth than a single person could have done. Since there were two of us, it was easier to brainstorm and discuss different ideas and points of view; we believe this ameliorated the possibility of avoiding tunnel vision while working. Both had their own opinions and suggestions on the subject and this helped to generate inspirational dialogue amongst the work. We supported each other's weaknesses and strengths; e.g. other one wrote more fluent academic English while the other was more resourceful in finding and combining information, these aspects strengthened one another, and helped to divide the workload.

Corporate responsibility is an interesting subject and we have learned a great deal about it during the study. We learned the influential factors and themes behind the phenomenon. We also familiarized ourselves with the organisations and authorities which have been/are developing and promoting the subject. It was dazzling how much the definition of corporate responsibility varied in different contexts; what is a part of legislation in one country is considered to be an act of goodwill in another and vice versa. The phenomenon itself revealed to be much more complex than we initially thought; both of us understood the corporate responsibility has something to do with the environment and society, but now we know that it deals also with internal corporate issues.

Many of the thesis's we read as background information for this study, dealt only with the three dimensions of the corporate responsibility and sustainable development. To provide more value we wanted to include more information on the themes influencing these two topics and also connect the topics to marketing and business life. We hope that the reader will gain new angle about the subject; the hype around the responsibility and sustainability issues is not completely in vain but it can be a great resource for the company if harnessed correctly. The purpose of this study is to encourage the reader to think these issues also in an everyday practical way and not purely as incomprehensible theoretical mumbo-jumbo.

Finding the information was the most challenging part as the quality and reliability of the material found from the Internet databases had to be verified as authentic and trustworthy. Also, the amount of the data was staggering and proved a challenge when searching for the correct information, as the read articles could contain information and explanations for different topics not completely related to our research subject, and summarizing the found data could be tedious. Many sources discussed the same topic with different terminology and then vice versa. The used information sources were versatile ranging from marketing and business ethics books to official academic publications and articles.

Choosing the correct and appropriate research method for the thesis was a target of debate at the beginning as in the designing process; decisions about whether the study would be descriptive or experimental would dictate the data gathering, analysing process, and results interpretation. The most fun, but also the most demanding, part of the thesis was conducting the interview. We enjoyed interviewing different people and discussing their varied opinions. We were stunned by the workload the interviews would require. Even though the interviews itself lasted around 25 minutes; the time to transcribe one took nearly four times as long. It proved to be a good decision to record the interviews since it enabled the interview situation to be more intimate and fluent without constant interruptions caused by writing down notes. As of this reason the audio recording was easy to transfer into writing providing better foundation for further analysis.

The interview sample was relatively small thus not allow making generalisations; this would have required more resources or changing the method into quantitative. However,

the change of method would have omitted the personal opinions this study was aiming for. In the future this study provides an excellent basis for quantitative study that aims to finding more detailed information from a larger sample. Also, the effect of the social media and how the companies utilize it to communicate their CR policies to the public could be examined in the future.

During the process we found and realized some things that we could have been done a little bit differently and aspect that might require small improvement. Firstly we would make the interview questions a bit different; add some more detailed questions, make more extempore inquires during the interview asking the respondent why, how come etc. In addition we would like to do group interview or perhaps have panel of experts to discuss the matter. Even though we had Coca-Cola as a case company, we would like to have had a real company assignment where we could have studied and provided a solution to corporate responsibility related issues. In any case we are happy with our work as a study paper providing a viewpoint in corporate responsibility matters.

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VIDEOS USED IN THE INTERVIEW

Video 1
http://www.youtube.com/watch?feature=player_embedded&v=B8--HRraGck

Video 2
<http://www.youtube.com/watch?v=W0gLTrSgGlo>

APPENDIX 1 SURVEY COVER LETTER

The following interview is being conducted by two Savonia University of Applied Sciences fourth year students as part of their ongoing thesis project. The interview has been developed to answer to the questions concerning customer orientation and knowledge relating to the Coca-Cola Company and its CR policies. The respondents for this interview have been randomly selected.

By taking part to this interview respondents will be giving anonymously essential information about his/her possible opinions, thoughts, and previous knowledge about the Coca-Cola Company. There is no right or wrong answer in this interview.

All the interviews will be recorded to help the collect sensible data for later use. After the recordings have been analysed and transliterated, they will be destroyed. If the participant does not wish for the interview to be recorded, a transcript will be written during the interview. All answers will be regarded as confidential and they will only be used for the thesis project.

We thank the respondents for their participation and co-operation in advance and wish you all a pleasant autumn.

Kind regards,

Jani Inkilä
Laura Halttunen

Savonia UAS, Kuopio Campus

APPENDIX 2 QUESTIONERY FORM

Questions

(Welcome speech and thanking the interviewee for participating. Explaining the issues in cover letter and ensuring understanding of them.)

Background information

Age

Nationality

Highest level of complete education

Are you currently studying or working?

What is your current profession?

.....

Would you consider yourself to be an aware consumer?

.....

Basic terminology behind the study

1. Have you heard the term Corporate Responsibility?
 - a. In your opinion, what do think this term stands for?

2. Have you heard the term Sustainable development?
 - a. In your opinion, what do think this term stands for?

3. Do you think there is a difference between these two terms, if yes how would you describe it?

4. Have you heard other terms or expressions you believe are relating this subject?
 - a. In your opinion, what do think these terms stand for?

(Explanation of the basic terminology behind this study and the terms the interviewee has mentioned if related to the subject.)

.....

Coca-Cola Company Basics

5. Could you please tell us shortly what do you know about the Coca-Cola Company?
6. What kind thoughts or mental images come to your mind when you think about Coca-Cola?

(Short explanation of the Coca-Cola's history, market status and brand variety.)

7. How well would you associate the Coca-Cola Company with the following terms:
 - a. **Responsible**, Could you please explain how you came to this conclusion?
 - b. **Environmental friendly**, Could you please explain how you came to this conclusion?
 - c. **Sustainable Development**, Could you please explain how you came to this conclusion?
 - d. **Economic** (financial-wise), Could you please explain how you came to this conclusion?

.....

Coca-Cola Company Advertising

8. In which different media have you seen Coca-Cola's advertisement? For example TV, radio, Internet, YouTube, Social Media etc.

.....

9. Advertisement 1 / Diet Coke-Life

- a. In your own words; what you think was intended to be conveyed with this video clip?
- b. How believable did you find this advertisement?

10. Advertisement 2 / Respect water

- a. In your own words; what you think was intended to be conveyed with this video clip?
- b. How believable did you find this advertisement?
- c. Do you associate this with Coca-Cola?

11. Advertisement 3 / Polar bear cans

- a. In your own words; what you think was intended to be conveyed with this picture?
- b. How believable did you find this advertisement?

.....

Coca-Cola Company and Corporate Responsibility

12. Have you heard the abbreviation GRI or Global Reporting Initiative?

(A short explanation about GRI.)

(Presenting a graphical summary of the Coca-Cola's GRI report.)

13. What is your first impression about the document?

14. Have you ever come into contact with this kind of report from Coca-Cola?

(A short explanation of Coca-Cola Company's commitment to produce annual GRI report and the company's actions on sustainable development, corporate responsibility, and social initiatives which are mentioned in the document.)

15. Have you ever heard about these initiatives or goals?

(A short explanation of Coca-Cola's 5 main initiatives.)

(Telling the interviewee about the actual message of the advertisements.)

16. Now that you know what the message behind the advertisement shown to you is, how well you think they succeeded in conveying the message?

Ending the interview

The three follow-up questions asked sometime after the interview via email:

17. After the interview, did you go to find out more information on Coca-Cola?
18. After the interview, have you been more curious about origin of your consumed products.
19. Are you reading/viewing advertisement differently after the interview?

APPENDIX 3 RESPONDENT DEMOGRAPHICS

Coding	Gender	Age	Nationality	Working/Studying
A1	Female	27	Finnish	Studying
A2	Male	26	Finnish	Studying
A3	Female	22	Finnish	Studying
A4	Female	42	German	Studying
A5	Male	25	Finnish	Working
A6	Male	25	Finnish	Working
A7	Male	30	Finnish	Working
A8	Male	30	Finnish	Studying
A9	Female	23	Finnish	Working
A10	Male	28	Finnish	Working
A11	Male	31	German	Working
A12	Male	27	French	Studying
A13	Female	28	Finnish	Working
A14	Male	26	Finnish	Studying
A15	Female	26	French	Studying
A16	Male	26	French	Studying
A17	Female	38	Czech	Working
A18	Male	30	Finnish	Working
A19	Female	28	Finnish	Studying
A20	Male	29	Slovakian	Working

APPENDIX 4 COCA-COLA ADVERTISEMENT 3 - POLAR BEAR CANS



APPENDIX 5 SUMMARY OF COCA-COLA GRI/SUSTAINABILITY REPORT INITIATIVE GOALS IN 2013

OUR 2020 ENVIRONMENTAL GOALS

At Coca-Cola, we are dedicated to contributing to a healthier, happier world. That's why we've expanded our global commitments in:

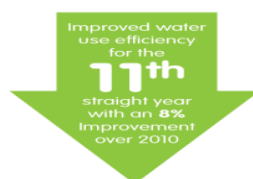


WATER STEWARDSHIP

Goals: Improve water efficiency by 25%, help ensure healthy, resilient freshwater systems through conservation efforts with World Wildlife Fund in 11 key regions across five continents and replenish 100% of the water we use

OUR SYSTEM HAS
**INVESTED
\$1B+**

over the past
decade in
our wastewater
treatment
initiatives



through **509**
COMMUNITY
WATER PARTNERSHIP
PROJECTS
in **100+**
COUNTRIES
benefiting
1.9M+
PEOPLE

ENERGY AND CLIMATE

Goal: Reduce CO₂ emissions embedded in 'the drink in your hand' by 25% through our entire value chain



installed
1 MILLIONth
HFC-free cooler in
the marketplace



Rolled out 16 first-of-its-kind refrigerated
plug-in electric
vehicles

Improved
energy
efficiency by **20%**
since 2004



Removed nearly
240K
METRIC TONS OF

potential CO₂
emissions by bringing
to market 25B+
PlantBottle™ packages
through June 2014

PACKAGING

Goal: Reach a 75% recovery rate in developed markets of the equivalent amount of bottles and cans we introduce into the marketplace and use PlantBottle™ packaging technology for all our PET plastic bottles

INNOVATIVE PACKAGING



25B+ PlantBottle™
Packages

have reached the market in
nearly **40** countries as of June
2014 resulting in more than



525,000
barrels of oil saved



Coca-Cola placed
6,900+
Recycling Bins

at the 2014 FIFA World Cup™ and
collected ~450 tons of solid waste.

Since 2008, we
have reduced
packaging weight by

8%

GLASS BOTTLES

ALUMINUM CANS

PET PLASTIC BOTTLES

AGRICULTURE

Goal: Sustainably source key agricultural ingredients

Purchased
the first
Bonsucro
certified
sugar in
2011



40
SUGARCANE
MILLS
have been certified in
Brazil and Australia,
as of August 2014

Invested
~\$2B

to plant
~25K
ACRES

of orange
groves in
Florida
in 2013

Project Catalyst
has grown to include

140
SUGARCANE
GROWERS and
~500,000
ACRES

Project
Unnati
provides
smallholder
farmer
training
on utilizing
drip
irrigation
techniques
and is
expected to

benefit
25K
FARMERS
and
expand to
50K
ACRES

Coca-Cola and World Wildlife Fund are jointly working on sustainability goals for the Coca-Cola system—the Company and its nearly 250 bottling partners in more than 200 countries. These goals include sustainably sourcing key agricultural ingredients, helping to ensure healthy, resilient freshwater systems, working to reduce CO₂ emissions across the entire value chain, responsibly sourcing material for PlantBottle™ packaging and improving water efficiency.



APPENDIX 6 LIST OF COCA-COLA COMPANY'S BRANDS

A

A&W
Ades
Agua de Taxco
Al Waha
Ali
Almdudler
Alpina
Ambasa
Ameyal
Amorino
Andina
Andina del Valle
Andina Frut
Andina Homemade
Andina Nectar
Andina Nutrihuesos
Apollinaris
Aquabona
Aquapure
Aquarius
Aquarius Spring!
Aquarius Zero
Aquavalue
Arwa
Ayataka
Aybal-Kin

B

Bacardi Mixers *
Bacardi Premium Mixers
Bankia
Barbican *
Barq's
Barrilitos
Battery*
Bbaeonal Su
Bebere
Benedictino
Beverly
Bevi
Bibo
Bimbo
Bimbo Break
Birds Nest
Bistra
Bistrone

Bitter Rosso
Bjare
BlackFire
BlaK
Boga
Bolsi
Bonaqua
Bonaqua/Qa
Bong Pyoung
Botaniq 1QQ
Botany
BPM
Brazzi
Bright And Early
Brisa
Brisa Gas
Brisa Spa
Bu
Burbulinadas
burn
Burn Sugar Free
Buyulu Bohca
Buyulu Kutu

C

Caffeine-free Barq's
Caffeine-free Coca-Cola
Caffeine-free Coke Light
Caffeine-free Diet Coke
Calpis
Calypso
Campbell's *
Canada Dry
Cannings
Cantarina
Cappy
Cappy Ice
Cappy Ice Fruit
Cappy Multifruit
Cappy Pulpy
Cappy Tempo
Caprice
Carioca
Carlsberg
Carlsberg Farm*
Carlsberg Kildevaeld *
Carlsberg Kurvand *

Carlsberg Onside Sport
Carlysle Farm
Cascade
Cascal
Cepita
Cham
Chaon
Chaqwa
Chaqwa Premium
Charrua
Chaudfontaine
Chaudfontaine Light
Cheers
cherry Coke
Chinotto
Chinotto Light
Chippewa
Chivalry*
Ciel
Ciel Aquarius
Ciel Mini
Citra
Club
Coca-Cola
Coca-Cola Black Cherry
Vanilla
Coca-Cola Cherry Zero
Coca-Cola Freestyle
Coca-Cola Life
Coca-Cola light
Coca-Cola Light
Coca-Cola light with
Lemon
Coca-Cola light with
Orange
Coca-Cola Store
Coca-Cola Zero
Coca-Cola Zero Caffeine-Free
Coca-Cola Zero
koffeeinfrei
Coco Palm
Cocoteen
Cocoteen Zeitaku
Coke Studio Africa
Coke Studio India

Coke Studio Middle East
Coke Studio Pakistan
Combi
Country Club
Creamy
Cresta
Cristal
Cristal Source
Crush
Crushed
Crusta
Crystal
Cumberland Gap

D

D'Oro
DA
Damla
Damla Minera
DANNON *
DASANI
Del Prado
Del Valle
Del Valle Coolers
Del Valle Fresh
Del Valle Frut
Del Valle Frutsi
Del Valle Kapo
Del Valle Kids
Del Valle Light
Del Valle Mais
Del Valle Mais Light
Del Valle Reserva
Del Valle Vallefrut
Delaware Punch
diet A&W
diet Almdudler
diet Andina Frut/Andina
Frut Light
diet Andina Nectar
diet Barq's
diet Canada Dry
Diet cherry Coke
Diet Coke
Diet Coke Black Cherry
Vanilla
Diet Coke with lemon
Diet Coke with Lime
Diet Coke with Splenda
Diet Coke/Coca-Cola light
with Lime

diet Crush
diet Dr Pepper
diet Fanta
Diet Freskyta
Diet Frugos
Diet Fuze Tea
diet Inca Kola
diet Kia Ora
diet Kinley CSD
diet Lift
diet Lilt
Diet Master Pour
Diet Matte Leao
diet Mezzo Mix
Diet NESTEA *
Diet Northern Neck
diet Oasis
diet Schweppes
diet Sport
Diet Sprite
Diet Sprite Zero
diet Tai
diet Vanilla Coke
Disney Xtreme Coolers*
Do You Have
Dobriy
Dogadan
Dogadan Buyulu Bohca
Dogadan Gizli Bahce
Dogadan Plus
Dorna
Dr Pepper zero
Dr Pepper*
Dr. Pepper
E
E2
Eight O Clock
Eight O Clock Funchum
Eight O Clock
ImmunoActive
Epika
Escuis
Estrella Azul
Eva
Evian *
Excellade
F
Fakher
Fanta
Fanta 1+9

Fanta Beach
Fanta Sugar Free
Fanta Zero
Far Coast
Felicia
Finley
Fioravanti
Five Alive
Flavor Rage
Florida 7
Fonte Ijui
Frazer & Neave
Fresca
Fresca One
Frescolita
Freskyta
Frestea
Friolin
Frisco
Frugos
Fruitia
Fruktopia
Fruktime
Frutier
Frutsi
Full Throttle
FUZE
FUZE TEA
G
Geau Vitaminwater
Georgia
Georgia Emerald Mountain
Blend
Georgia European
Georgia Gold
glacéau fruitwater
glacéau smartwater
glacéau vitaminenergy
glacéau vitaminwater
glacéau vitaminwater 10
glacéau vitaminwater zero
glacéau vitaminwater zero
Gladiator
Gold Peak
Gold Spot
Golden Crush
Golden Drop
Good Morning*
Goombay
Goongbi
Goongbi Momegeoun

Gosohan
 Gosohan Achim
 Goulburn Valley
 Goulburn Valley Dairy
 Guarana Jesus
 Guarapan
 Gwailchon
 Gwailchon Morning

H

H2OK
 Haitai
 Hajime
 Hangguang Local Café
 Hani*
 Hatidar
 Hawaii
 Healthworks
 Heppinger
 Hi Spot
 Hi-C
 Hit
 Honest
 Honest Ade
 Honest Fizz
 Honest Kids
 Honest Tea
 Honest Tea Zero
 Hot Point
 Huang

I

I Lohas
 Ice Dew
 Ice Dew 3+
 Ice Tea Leao
 Illy *
 Inca Kola
 Inca Kola Zero
 Innocent
 Izvorul Alb

J

Java Monster*
 Jaz Cola
 Jericho
 Jet Tonic
 Jolly Juice
 Joy
 Joya
 Ju-C
 Juan Valdez
 Just Juice

K

Kamjiki
 Kani
 Kapo
 Karadameguricha
 Karadem
 Keri
 Keunjib
 Kia Ora
 Kia Ora 1+9
 Kildevaeld
 Kilimanjaro
 Kin
 Kinley
 Kist
 Kiwi Blue
 Kochakaden
 Kola Inglesa
 Krest
 Kristal
 Kropla Beskidu
 Krushka & Bochkka
 Krystal
 Kuat
 Kuat Light
 Kuat Zero
 Kuli

L

La Jolla
 La Vuelta
 Lacti Deli
 Lanitis Extra*
 Lanitis Fun*
 Lanitis Good Life *
 Lanitis*
 Leao Green Tea
 Leao Guarana Power
 Less is More
 Lezz
 Lift
 Lift Light
 Lift Plus
 Lilia
 Lilt
 Lilt Zero
 Limca
 Limelite
 Limonade
 Linnuse
 Lion

M

Maaza

Mado
 Magdalenen Brunnen *
 Magic Summer
 Malvern
 Manantial
 Marocha
 Master Chill
 Master Pour
 Mate Tea
 Matte Leao
 Matusov Pramen
 Mazoe
 McCafe *
 McFruit
 Mega Monster *
 Mello
 Mello Yello
 Mello Yello Zero
 Melonec
 Mer
 Mezzo Mix
 Miami
 Miami Pulpy
 Mickey Mouse*
 Migoro-Nomigoro
 Mineragua
 Minute Maid
 Minute Maid 10 Score V
 Minute Maid Enhanced
 Minute Maid Fresh
 Minute Maid Fruit & Nada
 Minute Maid Fruit Cooler
 Minute Maid Fruit Falls
 Minute Maid Goonew
 Minute Maid Great Start
 Minute Maid Guo Qing Xin
 Minute Maid Healthy
 Morning
 Minute Maid Juices To Go
 Minute Maid Light
 Minute Maid Nutri Boost
 Minute Maid Orchards
 Minute Maid Premium
 Minute Maid Pulpy
 Minute Maid Qoo
 Minute Maid Schorle
 Minute Maid Soda
 Minute Maid Soft Drink
 Mireille
 Momegeoun
 Mone

Monster *
 Mori No Mizudayori
 Mother
 Moya Semya
 Multivita
 Mundet
N
 Nada
 Nagomi
 Nalu
 Namthip
 Naturaqua
 Naturaqua Emotion
 Natures Own
 NESTEA *
 NESTEA COOL *
 Nestea light *
 Nestea Vitao*
 NESTEA Zero
 Nestle
 Nevada
 Neverfail
 Next
 Next Buci-Buci
 Next Classic
 Next Joy
 Next Premium
 Nico Biotime
 Nordic Mist
 Northern Neck
 NOS
O
 Oasis
 Odwalla
 Olimpija
 Olo Olo
 Orchy
P
 Pampa
 Pandori
 Peace Tea *
 Pearona
 Peats Ridge
 Pepe Rico
 Peranec
 Pibb
 Pibb Xtra
 Pibb Zero
 Piko
 Piko Pulpy
 Pilskalna

Play
 Poiana Negri
 Polar
 PoljakPoljak
 Poms
 Pop
 Portello
 POWERADE
 POWERADE ENERGY
 POWERADE i9
 POWERADE LIGHT
 POWERADE PLAY
 POWERADE ZERO
 Powerplay
 Premio
 Presta Light
 Prisco
 Private LabelGreenwood
 Private LabelKipa
 Private LabelKipapazar
 Private LabelMigros
 Pulp
 Pump
 Pumped
 Pura Sol
 Pure Spring
 Pyungchangsoo
Q
 Qoo
 Quatro
 Quatro light
 Quwat Jabal
R
 Ramlosa *
 Rani *
 Real
 Real Gold
 Real Leaf
 Real Leaf Frutcy
 Red Flash
 Relentless
 Rich
 Rimzim
 Rio!
 Ripe N Ready
 Riwa
 Roemerquelle
 Romerquelle
 Rosa
 Roses
 Royal Tru

S
 Safia
 Samurai
 San Luis
 Santa Clara
 Sarsi
 Saryusaisai
 Schurwald
 Schuss
 Schweppes
 Schweppes Abbey Well
 Schweppes Light
 Schweppes Novida
 Seagram's *
 Sensation
 Sensun
 Senzaio
 Shandy
 Shangri-La
 Sidral
 Sidral Light
 Sierra Azul
 Simba
 Simply
 Smart
 Sobo
 Sodenthaler *
 Sodenthaler Andreas *
 Sodenthaler Aqualance*
 Sodenthaler Gourmet *
 Sodenthaler Mineral *
 Sokenbicha
 Solaria
 Solo
 Sonfil
 Southern Sun
 Sparkle
 Sparletta
 Sparletta Iron Brew
 Splash
 Sport
 Spring Water
 Spring!
 Sprite
 Sprite 3G
 Sprite Flavors
 Sprite Ice
 Sprite Light
 Sprite Remix
 Sprite Zero
 Sprite Zero - diet Sprite

Spur	Top	Vita Slim
Squirt	Topo Chico	Vital
Stoney Ginger Beer	Toppur	Vital O
Stoney Ginger Beer Zero	Tops	Vitingo
Su Voce	Toscal	Vittalev
Sugar Free Full Throttle	Tropi	Viva
Sugar Free NOS	Tropi Frut	W
Sugar Free Sprite	Tropical	Wildberry
Sunfill	Tuborg	Wilkins
Sunfrut	Tuborg Light	World Of Coca-Cola
Sunfrut Break	U	Worx Energy *
Sunfrut Zero	Ultra	Y
Sunny-10	Urbacher *	Yangguang
Surge	Urge	Yangguang Honey
Svali	V	Yangguang Juicy T
Sveva	Valle Frut	Yarylo Kvass
T	Valle Pulpy	Yasly Sad
TaB	Valpre	Yo Conozco a Hugo
Tab X-Tra	Valser	Yoli
Tai	Valser Viva	Youki
Taiyo no Mate Cha	Vanilla Coke	Yuan Ye
Ten Ren	Vanilla Coke Zero	Yuan Ye Frutcy
The Coca-Cola Company	Vaquita	Zico *
The Spirit of Georgia	VAULT	【不使用】 2014/5/13
Thextons	Vault Zero	Yamasaki
This Water	Vegibeta	からだすこやか茶W
Thums Up	Vegitabeta	太陽のマテ茶
Tian Yu Di	Victoria	
Tiky	Vilas Del Turbon	
Toka	Vio	

Brand list can be found from the following link:

The Coca-Cola Company 2014. *All Brands*. [webpage]. [accessed 25 August 2014]. Available from: <http://www.coca-colacompany.com/brands/all/>

